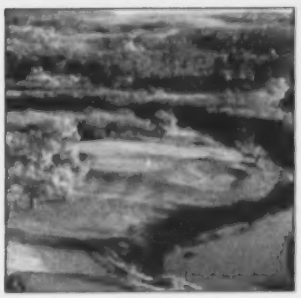
Ministry of Justice



Annual Report for 2015-16

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Government of Saskatchewan

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Letters of Transmittal

The Honourable Gordon S. Wyant, Q.C., Minister of Justice and Attorney General

The Honourable Christine Tell, Minister Responsible for Corrections and Policing

Her Honour, the Honourable Vaughn Solomon Schofield,

Lieutenant Governor of Saskatchewan

May it Please Your Honour:

The Ministry of Justice is committed to growing safe and secure communities for Saskatchewan citizens, developing strategies to prevent crime and victimization, and reducing the demand on the justice system while also ensuring it is accessible to those who need it. At the same time, the Ministry is dedicated to being accountable to the people of Saskatchewan, honouring its commitments and responsibly managing its assets and expenditures.

In 2015-16, the Ministry made a number of improvements to supports for child witnesses and victims, particularly in cases involving sexual offenses. Funding was also provided for the continued operation of Kate's Place, which offers education and supportive housing to women in the Regina Drug Treatment Court. We also made great progress on a number of projects to provide increased access to justice services in Saskatchewan. *The Fee Waiver Act*, in particular, is a great step forward in providing low-income litigants increased access to the justice system.

The Ministry continued to expand the capacity of the province's correctional system by opening a new 144-bed expansion at the Prince Albert Correctional Centre. We were also proud to see construction begin on the Saskatchewan Hospital North Battleford. This project includes a 96-bed secure unit for offenders with mental health issues, and represents a large step forward in the scope of the province's correctional system.

We respectfully submit the Annual Report of the Ministry of Justice for the fiscal year ending March 31, 2016.

Gordon S. Wyant, Q.C.,
Minister of Justice and Attorney General

Christine Tell,
Minister Responsible for Corrections and Policing

Kevin Fenwick, Q.C.
Deputy Minister of Justice
and Deputy Attorney General

The Honourable Gordon S. Wyant, Q.C.,
Minister of Justice and Attorney General

Dear Sir:

The past year has seen a great deal of progress in the Ministry.

Through our Innovation Agenda, we continue to make strides to provide understandable, timely and affordable justice for all Saskatchewan citizens.

As part of our ongoing efforts to make justice services more accessible, we made a number of enhancements, including passing legislation to help low income litigants as well as improving the Small Claims Court process in Saskatchewan. In addition, the *Family Matters: Assisting Families Through Separation and Divorce* pilot program greatly exceeded our expectations this year, and it is scheduled to expand province-wide in April 2016.

As part of our ongoing efforts to provide support to victims of crime, the Ministry worked with justice partners to strengthen the delivery of victim services programs and related supports, such as increasing counselling compensation for victims of violent offences.

I am very pleased with the progress over the past year. I applaud the hard work of Ministry officials on working with our community and justice partners to deliver programs and services to help the people of Saskatchewan.

As Deputy Minister of Justice and Deputy Attorney General, I acknowledge the responsibility of my office for the accuracy, completeness and reliability of the information contained in the Ministry of Justice Annual Report for 2015-16.

The Ministry has taken every step to ensure accountable and transparent governance practices in compiling and relaying information contained in this report. I have the honour of submitting the Ministry of Justice Annual Report for the fiscal year ending March 31, 2016.

Kevin Fenwick, Q.C.
Deputy Minister of Justice and Deputy Attorney General

Dale R. McFee
Deputy Minister of
Corrections and Policing

The Honourable Christine Tell

Minister Responsible for Corrections and Policing

Dear Madam:

As Deputy Minister of Corrections and Policing, I acknowledge the responsibility of my office for the accuracy and reliability of information that is contained in the Ministry of Justice Annual Report for 2015-16.

In recognition of its accountability to the Legislature and to the people of Saskatchewan for the information contained in this report, the Ministry has taken every step to ensure good governance practices in producing said report.

Corrections and Policing continues to work on strengthening its alignment with other Ministries as well as community partners to increase the safety within all of our communities.

A particular focus on data has allowed the Ministry to strengthen the ways it collects, stores and ultimately shares data when acutely elevated risk exists within individuals and families. People need our help and most need it prior to the Justice system. Our hope is to use analytics and professional relationships to expedite the rate at which those same individuals, who are in need of services, receive the benefit of those needed services.

We have many dedicated people within our Ministry working every day to improve the lives of our citizens. These frontline professionals are our most valuable asset and we will rely on their innovation and commitment to best deliver the services that we need to provide.

It is an honour and a privilege to work with so many great people in the Ministry and to be able to submit this report on their behalf. This report is for Corrections and Ministry of Justice for the fiscal year ending March 31, 2016.

Dale R. McFee
Deputy Minister of Corrections and Policing

Introduction

The 2015-16 Annual Report presents the Ministry of Justice's results for the fiscal year ending March 31, 2016. It provides results of publicly committed strategies, key actions and performance measures identified in the Ministry of Justice Plan for 2015-16. It also reflects progress toward commitments from the Government Direction for 2015-16: Keeping Saskatchewan Strong, the *Saskatchewan Plan for Growth – Vision 2020 and Beyond*, throne speeches and other commitments and activities of the Ministry.

This Annual Report demonstrates the Ministry's commitment to effective public performance reporting, transparency and accountability to the public.

Alignment with Government's Direction

The Ministry's activities in 2015-16 align with Government's vision and four goals:

Saskatchewan's Vision

"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Together, all ministries and agencies support the achievement of the Government's four goals and work towards a secure and prosperous Saskatchewan.

The Ministry of Justice continues to support the achievement of the Government's four goals by working towards reducing crime and improving public confidence in the justice system, providing legal and personal assistance to those most vulnerable in society, enhancing the infrastructure and improving the efficiency of the criminal justice system, increasing protections for investors and consumers, delivering on public commitments, strengthening relationships, and working with other ministries and organizations.

Ministry Overview

Mandate Statement

The Ministry of Justice provides a fair justice system that upholds the law and protects the rights of all individuals in Saskatchewan; promotes safe and secure communities; provides supervision and rehabilitation services for adult and young offenders; and provides legal and justice policy advice to the Government.

Mission Statement

All Saskatchewan citizens will benefit from:

- effective policing and crime prevention initiatives;
- a balanced and efficient prosecution service;
- support and assistance to victims of crime and other individuals in vulnerable circumstances;
- accessible and timely resolution of civil, family, criminal and administrative matters;
- offender management that promotes public safety and rehabilitation;
- strategies that reflect the cultural and demographic realities of the province;
- effective legal and strategic advice and services to government; and
- a framework for commercial transactions that supports business and protects the public.

The 2015-16 reallocated full-time equivalent (FTE) budget was 2,863.2 FTEs, with actual FTE utilization of 3,149.3 (286.1 FTEs over budget). The variance of 286.1 FTEs was primarily due to pressures in custody facilities, courts, and prosecutions. For more information on this, please refer to the Financial Overview.

Various divisions and branches provide different services and functions within the Ministry of Justice.

Civil Law Division

The Civil Law Division provides legal services to ministries, agencies, boards and commissions of the Government of Saskatchewan. The Division conducts litigation for the Government, appears on behalf of the Government before administrative tribunals and provides legal advice and other legal services to the Government.

Community Justice Division

The Community Justice Division provides programs and services that respond to the needs of individuals and communities for increased safety and involvement in the provision of justice services. It supports the development of community-based services, offers alternative measures and crime prevention programs, coordinates Aboriginal and northern justice initiatives, funds community programs that address interpersonal violence and abuse, provides for coroner investigations, and offers programs to assist victims of crime.

Community Safety Outcomes and Corporate Supports Division

The Community Safety Outcomes and Corporate Supports Division addresses longstanding challenges and root causes of crime. By dedicating time and resources to the evidence that will lead to community safety solutions and allowing the operational divisions to focus on core business, this Division operates with the goal of making systemic changes within government and society that will lead to lasting positive outcomes in terms of public safety, government finances and client satisfaction.

Courts and Tribunals Division

The Courts and Tribunals Division is responsible for Court Services, Court Security, Fine Collection, Enforcement of Money Judgment, the Office of Residential Tenancies and the Automobile Injury Appeal Commission. The Division provides for the delivery of all court administration services for the Saskatchewan Court of Appeal, Court of Queen's Bench, Provincial Court, Small Claims Court, Traffic Safety Court and the Office of the Supervising Justice of the Peace.

Courts and Tribunals also acts as the agent for the Attorney General in matters relating to adult court-appointed counsel such as responding to applications for court-appointed counsel, arranging for counsel to act for the accused and negotiating the payment for legal services provided to the accused. It also supports the Public Complaints Commission and is responsible for the administration of the Commissioner for Oaths and Notary Public.

Custody, Supervision and Rehabilitation Services Division

The Custody, Supervision and Rehabilitation Services Division administers the *Youth Criminal Justice Act*, which deals with youth ages 12 to 17 who break federal laws, and *The Correctional Services Act*, which applies to all adult offenders that fall under provincial jurisdiction. The Division provides for varying levels of offender care, control and supervision, and designs and provides programs aimed at reducing reoffending and improving the ability of offenders to reintegrate into their communities.

Innovation Division

The Innovation Division provides support and coordination of justice reform and innovative initiatives across the Ministry and works with a range of justice system partners. These initiatives serve to address access to justice concerns and provide better service to citizens relying on the justice system. There is also a focus of putting Saskatchewan citizens first by providing quality justice services that are understandable, timely and affordable.

Innovation also provides oversight and support to the Innovation and Strategic Initiatives Branch, the Dispute Resolution Office, Family Justice Services, the Maintenance Enforcement Office, Public Guardian and Trustee and the Access and Privacy Branch. Additionally, it serves as the Ministry liaison to the Saskatchewan Human Rights Commission and Saskatchewan Legal Aid.

Policing and Community Safety Division

The Policing and Community Safety Division is mandated to help keep communities safe and maintain public order and safety in Saskatchewan by ensuring that effective policing and private security programs uphold the rule of law and protect the rights of individuals.

The Policing and Community Safety Division is responsible for: oversight of municipal policing through the Saskatchewan Police Commission, the Saskatchewan Police College, Aboriginal policing, and the Vehicle Impoundment Against Sexual Exploitation (VISE) Program; providing municipal police grant funding for 125 police officers employed in municipalities and dedicated to specific focused community safety initiatives such as Internet Child Exploitation (ICE), Combined Forces Special Enforcement Unit (CFSEU), Police and Crisis Team (PACT), and Combined Traffic Services Saskatchewan (CTSS); providing funding for provincial policing services under contract with the RCMP; regulating the private security industry; coordinating the Public Disclosure Committee; enforcing *The Safer Communities and Neighborhoods Act, The Seizure of Criminal Property Act, The Criminal Enterprise Suppression Act*, and *The Witness Protection Act*; liaising with the National Crime Prevention Centre; and Security Intelligence and Investigations units.

Public Law Division

The Public Law Division provides legal services to the Government. These services include advice with respect to Aboriginal law, trade law, constitutional law and the legal, policy, and technical aspects of legislation. This Division publishes and distributes legislation, regulations, and other government publications through the Queen's Printer. The Office of Public Registry Administration also operates out of the Public Law Division.

The Division also provides support to independent boards and commissions, including the Financial and Consumer Affairs Authority, the Credit Union Deposit Guarantee Corporation, and the Film Classification Board.

Public Prosecutions Division

The Public Prosecutions Division represents the interests of the general public in the criminal justice system. It provides legal advice to government and law enforcement agencies. Prosecutors assess investigation results provided by law enforcement agencies and determine whether the available evidence meets the standard for prosecution. The Division also plays a large role in training law enforcement officials.

Support Branches

A number of branches within the Ministry of Justice provide support functions to various areas of the Ministry. These areas include: the Communications Branch, Corporate Affairs, the Corporate Services Branch, the Freedom of Information and Privacy Branch, Research and Evidence-based Excellence, and Strategic Systems and Innovation.

Key Partners

To achieve its major commitments, the Ministry needs the participation of key partners.

These include:

- community-based organizations;
- regional health authorities;
- police services;
- the RCMP;
- the judiciary;
- the private bar;
- the defence bar (e.g., Legal Aid);
- probation services;
- youth restitution, education, employment and reintegration programs;
- business and consumer organizations;
- First Nations and tribal councils; and
- Métis organizations.

Collaboration with the federal government is also essential, particularly with respect to criminal justice and sentencing reform, matters concerning First Nations peoples, and cost-sharing and contribution agreements.

The Ministry's relationship with other justice partners, human service ministries and other boards and agencies is also crucial in developing a collaborative approach to dealing with crime, its underlying causes and the justice needs of individuals.

Progress in 2015-16

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Ministry Goal

A framework for commercial transactions that supports business and protects the public.

Strategy

Foster and protect the Saskatchewan economy and its prosperity.

Key Actions and Results

- The Ministry signed two key agreements with the Canada Revenue Agency (CRA) and the Information Services Corporation (ISC) establishing long-term relationships needed to adopt the CRA Business Number as the Common Business Identifier in the province. The Ministry also expanded the Common Business Identifier program to include Ministry of Finance revenue programs. Discussions are ongoing with the Workers' Compensation Board, SaskPower, and Ministry of Economy and Ministry of Justice programs about their future adoption of the Business Number as a way to streamline service to their business customers. The Business Number format will provide more efficient and user-friendly services for businesses.
- Regulatory amendments respecting business corporations, business name registration, condominiums and partnerships were passed in February 2016 that make changes in support of the new electronic Corporate Registry system being developed by ISC. Similar amendments are currently being developed for co-operatives, credit unions, and non-profit corporations. All of these regulatory amendments are expected to come into force when the new Corporate Registry system is implemented in the summer of 2016. Once implemented, the new Corporate Registry system will provide a more user-friendly experience and eliminate many of the complex, paper driven processes currently in place.
- Ministry officials worked with the insurance councils of Saskatchewan to develop regulations that will support the new administrative structure of Saskatchewan's three insurance councils. In preparation for industry consultations planned for 2016-17, Ministry officials have developed regulations on issues such as classes of insurance, financial security, fees and notice requirements. Ultimately, these new regulations will make Saskatchewan insurance industry practices more consistent with those in place in other Canadian jurisdictions, primarily Alberta.
- The Council of Ministers appointed the Chair of the Board of Directors for the new national financial Regulatory Authority. The Capital Markets Authority Implementation Organization was incorporated to help participating jurisdictions transition to the new Authority and Cooperative Capital Markets Regulatory System. Participating jurisdictions also published a revised consultation draft of the uniform provincial/territorial *Capital Markets Act*, as well as draft regulations and related materials. Once implemented, the goal of the new Regulatory Authority will be to better protect investors, support and foster efficiency, and manage systemic risk in national capital markets.

Government Goals

Sustaining growth and opportunities for Saskatchewan people | Meeting the challenges of growth | **Securing a better quality of life for all Saskatchewan people** | Delivering responsive and responsible government

Ministry Goal

Safe and secure communities.

Strategy

Promote effective policing and crime prevention initiatives.

Key Actions and Results

- As of March 31, 2016, Saskatchewan increased the number of Hubs by one for a total of 12 in 13 communities. Hubs are networks of groups which comprise frontline workers from human service agencies who provide immediate intervention and short-term solutions to at-risk individuals. The Building Partnerships to Reduce Crime (BPRC) initiative continues to assist communities in implementing the Saskatchewan Hub Model. For example, BPRC has assisted in providing an understanding of the resources required to make a Hub successful. For communities with limited resources, BPRC has assisted in the implementation of a modified human services group that follows the guiding principles and operational requirements of the Saskatchewan Hub Model, but which is not formally recognized as a traditional Hub. New research is underway in Strategic Systems and Innovation to support remotely enabled Hubs for northern communities. Two of these are currently under development (i.e., Muskoday First Nation and Creighton).
- Development of additional Centres of Responsibility (COR) – dedicated teams under the BPRC umbrella that develop long-term solutions to crime and victimization – was suspended. Due to the prominent role of inter-partner ministry work with the COR, it was decided that a revisioning of the BPRC model and subsequent role of the COR be broadened to provide further support for enhanced community well-being. Additional expansion of the COR was delayed until this new path forward could be developed. Recommendations from a recent audit by the Provincial Auditor were also considered in the COR revisioning work. There is currently one COR operating out of Prince Albert.
- Partnerships with municipal police services and RCMP cultural units, interested community-based organizations, mental health professionals, and religiously affiliated organizations are ongoing with the aim of responding to individuals at risk of extreme violence and radicalization. These partnerships are being strengthened by maintaining dialogue, engagement, and prevention activities with existing cultural groups, including newcomers to Saskatchewan.
- Policing and Community Safety Services provided $1.5 million in program grants to support the Combined Forces Special Enforcement Unit (CFSEU). The CFSEU works closely with police agencies, governments and non-government agencies to gather criminal intelligence to effectively disrupt and dismantle criminal organizations and networks in Saskatchewan. The CFSEU conducts comprehensive investigations of individuals engaged in or suspected of engaging in organized crime, with the intent to prosecute and seize proceeds of criminal organizations.
- A Corrections and Policing representative facilitated the National Privacy Conference in January 2015 in Ottawa, and shared information with other delegates about community safety and crime reduction initiatives. Corrections and Policing continues to participate in multi-agency community safety and crime reduction initiatives by expanding on and promoting the Four Filter Approach for the Hub model (i.e. four screening stages to assist in protecting the privacy interests of individuals and families experiencing elevated risk). The development of privacy guidelines has resulted in new privacy regulations that will take effect in June 2016. The Ministry will continue to support the efforts of multi-agency and human service ministry initiatives to work together to enhance information sharing practices and services for our common clients.
- As part of the Northern Integration Initiative, the Northern Youth Violence Reduction Partnership project was launched through a community engagement and developmental phase in Sandy Bay, Deschambault Lake and Pelican Narrows in October 2015. Preliminary efforts included work to align engagement strategies and key activities with Public Safety Canada and the North East Initiative of the Child and Family Agenda. A contract to conduct an evaluation was signed with the University of Saskatchewan in December 2015, and a Project Manager was hired in February 2016. Community level support and commitment was established through consultation with all primary and secondary community and

justice sector stakeholders. Work is currently underway to partner with the University of Saskatchewan to deliver mental health services to the communities using remote technology. Implementation of the Northern Youth Violence Reduction project is currently on track and it is expected that services will be available early in the 2016-17 fiscal year.

- ⇨ The Policing and Community Safety Services Division piloted the Community Safety Officer Program to provide municipalities and First Nation's communities with high-priority/low-risk-to-harm uniform presence to enhance community safety and supplement existing policing services. The first cohort of Community Safety Officers (CSO) completed training at the Saskatchewan Polytechnic Wascana Campus in Regina in April 2015. Upon graduation, CSOs dispersed to Prince Albert (3), North Battleford (5), Onion Lake (3), and the rural municipalities of Edenwold (2), Kindersley (1) and Lakeland (1.5). The CSO training course will be offered to a second cohort in the fall of 2016. The Ministry continues to work with the Saskatchewan Urban Municipalities Association, Saskatchewan Association of Rural Municipalities, First Nations and police services to advance the Community Safety Officer Program model across the province.
- ⇨ The Ministry partnered with SGI and various municipal police services in deploying policing resources dedicated to the Combined Traffic Services Saskatchewan program in central and southeast Saskatchewan. Members from the Weyburn Police Service (2) and Estevan Police Service (2) were deployed to the program's second dedicated Traffic Safety Enforcement Unit in the southeast portion of the province. This complemented the existing 30 dedicated RCMP traffic officers in high-collision areas in the southeast region. The Ministry continues to work with its partners to evaluate and respond to the traffic safety needs of the province. In 2015, the number of collision-related fatalities in the province fell 26% below the five-year provincial average.
- ⇨ Saskatchewan Corrections and Policing is leading the New Models of Community Safety Pillar under the Economics of Policing *Shared Forward Agenda*. The overall agenda, led by Public Safety Canada, aims to increase the efficiency and effectiveness of policing; encourage learning, innovation, and the application of policing best practices; and contribute to improved public safety outcomes and social well-being for Canadians. In 2015-16, the Ministry shared information on its most proactive community safety models, policies, and practices in order to promote research, discussion, and actions toward common strategies and more sustainable models of community safety.

Strategy

Provide a balanced and efficient prosecution service.

Key Actions and Results

- ⇨ Public Prosecutions sought and obtained 15 dangerous and long-term offender designations in 2015-16.
- ⇨ Prosecutions realigned resources in North Battleford and Saskatoon to support a new mental health initiative under the Serious Violent Offender Response (SVOR). This initiative is a collaboration between Prosecutions, Corrections, police and the Canadian Mental Health Association to provide a community-based approach to address, through supervision and assistance, the high rate of offending by individuals with mental health challenges. There are roughly 30 offenders taking part in the initiative in each location.
- ⇨ A continuous improvement event was held in May 2015 to address inefficiencies associated with the Saskatoon Remand/In Docket Court. Representatives from Corrections, Policing, Court Services, the judiciary, and court users were present. The majority of the resulting recommendations have been implemented. Work continues on the remaining recommendations. Since the event, the number of video appearances by persons on remand in the Saskatoon Correctional Centre has doubled. Improved efficiencies in court processes and between Legal Aid and Prosecutions have resulted in better service to accused persons.
- ⇨ A provincial remand steering committee was established in August 2015 with representatives from the Ministry of Justice, Prince Albert Police Service, Saskatoon Police Service, and Legal Aid Saskatchewan. Five broad areas have been identified with a focus on achieving greater efficiencies and effectiveness: 1) external consultant interviews; 2) a validated police risk assessment tool; 3) administrative practices and processes; 4) data analysis; and 5) community alternatives to remand.
- ⇨ Prosecutions continues its work with provincial counterparts to evaluate the benefits of preliminary inquiries and assess whether to limit their usage to reduce costs to the justice system. The future of this work depends largely on the federal government's plans regarding criminal law reform.

Strategy

Manage offenders in a way to promote public safety and rehabilitation.

Key Actions and Results

- The Serious Violent Offender Response (SVOR) initiative reached full operational capacity in the 2015-16 fiscal year. A secure, integrated information system has been developed, and the frontline staff of all SVOR partners are using it to share information and better manage the risks serious violent offenders pose to public safety. While a preliminary analysis was undertaken last year, much more comprehensive data has since been collected that will help inform a long-term evaluation of the SVOR's effectiveness. In addition, a preliminary file review was conducted last year that resulted in a number of recommendations to ensure the SVOR was operating as intended. A working group was struck to implement those recommendations.
- The Ministry concluded a Request for Proposal process to identify a preferred supplier to deliver the Healthy Families Initiative pilot project. Among other outcomes, the Healthy Families Initiative is seeking to reduce offending among participating high-risk families and family members by 35% by March 31, 2018.
- The Northeast Initiative continues to focus on the communities of Pelican Narrows, Deschambault Lake and Sandy Bay in northeast Saskatchewan. It seeks to coordinate and develop, with community partners, interventions for individuals at risk of becoming involved in or currently involved in criminal activity.
- Reduced custody programs have enhanced their focus on greater supervision and structure for higher-risk offenders reaching the end of their sentence to assist them with employment, housing, mental health and addictions as they reintegrate into the community. The Ministry's work with secure facilities on case management will identify potential reduced custody candidates earlier in their sentence and ensure that program timing is a prime consideration in case planning, so that offenders have a better chance of being accepted into reduced custody facilities. It is expected that these enhancements will improve success rates for offenders who complete reduced custody programs.
- The Orcadia Youth Centre in Yorkton closed as a youth facility and was repurposed as the Whitespruce Provincial Training Centre, with a focus on training and employment programs for reduced custody adult male offenders. Whitespruce provides a 12-week Saskatchewan Polytechnic Food Service Cook Certificate and the Construction Worker Preparation Certificate Program provided by the Saskatchewan Indian Institute of Technologies. Additional programs meet a wide variety of offender needs, including GED study, addictions, spiritual/cultural, and personal development. A supervised community service crew of offenders provides community services in and around the Yorkton area as paid employment.
- The Ministry revised its Induction Training program for Custody Services employees to better equip them to provide appropriate supervision and effective case management. The new training program includes an overview of the Ministry's priorities, the Code of Conduct, the role of Custody Services and general employee expectations. A similar program will be implemented in the 2016-17 fiscal year for all new Community Corrections employees.
- Work to address the small number of offenders responsible for a disproportionately large amount of criminal activity in the province was deferred due to the delayed release of required data from the Canadian Centre for Justice Statistics (CCJS). Programs based on the CCJS data will be developed once it is released.
- A partnership has been created involving the Ministry of Justice, the Saskatoon Police Service and the University of Saskatchewan for the purpose of conducting police-related predictive analytics. A Memorandum of Understanding was signed by the three parties in August 2015 and the Saskatchewan Police Predictive Analytics Lab, located at the Saskatoon Police Service, became operational in November 2015. The lab is provincial in scope, and involves an agreement-in-principle among the Saskatchewan Association of Chiefs of Police, the municipal police chiefs, and the commanding officer for RCMP "F" Division to share identified data. A data-sharing agreement is also underway with the Ministry of Social Services to provide the secure lab with identified child welfare data. The data will support phase one of The Missing Persons Initiative, which aims not only to improve the ability to locate missing children and youth, but to develop and implement preventive interventions based on analytical findings. The second phase of the Initiative will focus on missing adult males and females. Funding possibilities are currently being explored to support a cross-provincial collaborative project focusing on Missing and Murdered Indigenous Women and Girls.
- Partnerships in support of analytics work have been established with Statistics Canada, the City of Saskatoon, and the Saskatoon Health Region to explore factors associated with reoffending.

Strategy

Provide a therapeutic approach for those with Mental Health issues and Addictions.

Key Actions and Results

- The Ministry receives evaluation reports on the progress of the Police and Crisis Team (PACT) through the Saskatoon Police Service's program evaluation team. PACT is made up of police and mental health professionals who co-respond to persons experiencing mental health crises, with the goal of diverting them from the criminal system and into the health system for care. Between November 1, 2014 and October 31, 2015, PACT successfully diverted 97 individuals from emergency departments (a cost avoidance of approximately $199,000) and 31 individuals from police custody, and responded to occurrences that did not involve a criminal offence that would have otherwise resulted in approximately 900 calls for policing services. The Ministry will continue to monitor PACT's ability to deliver efficient and effective services to the public.
- The Ministry provided $272,000 to the Salvation Army to continue operating Kate's Place and worked with the organization to further evaluate the program. An interim evaluation report was completed in March 2016, with a final report due in 2016-17. Kate's Place offers education and supervised, stable, harm free, supportive housing to women in the Regina Drug Treatment Court.
- The Office of Residential Tenancies has implemented the practice of referring tenants with mental health issues to the closest Mental Health Crisis Response Team for assistance, when appropriate.
- Custody, Supervision and Rehabilitation Services received a full-time equivalent position and funding to facilitate the permanent hiring of a Coordinator for the federal Intensive Rehabilitative Custody and Supervision (IRCS) Program. The IRCS Coordinator supports the work with high-risk violent youth who have mental health disorders, and contributes toward reductions in reoffending by promoting understanding of the program among staff and stakeholders, increasing provincial utilization, and by working together with Ministry of Health partners to enhance assessments and treatment planning for youth who are eligible for the program.
- IRCS funding facilitated a study of the mental health, education, and employment programs available to support the reintegration of youth in the IRCS Program back into communities in northern Saskatchewan. Specifically, a literature review, interviews with corrections and mental health professionals, and an environmental scan were conducted to enhance understanding of the following: (1) the types of mental health, education, and employment programs available to IRCS youth who are reintegrating from custody into their communities; (2) the strengths and challenges associated with the delivery of these programs to IRCS youth; and, (3) how technology may be used to increase the youth's access to the programming they require.
- A program was established with the Saskatoon Health Region, the Saskatoon Police Service, and the Regional Psychiatric Centre to train two doctoral psychology residents each year. The residents will be involved in the provision of assessments and mental health interventions for high-risk and serious violent offenders.
- The Justice Community Support Program through the Canadian Mental Health Association – Saskatchewan Inc. has been fully developed and implemented. This program operates within the Serious Violent Offender Response to provide services and support to serious violent offenders with mental health needs.
- A Director of Mental Health and Addictions Services was hired to lead the work in the provincial correctional system related to the Government's Mental Health and Addictions Action Plan. A second "snapshot" profile of secure custody offenders demonstrating mental health issues was completed, and will inform the development of services required by offenders across the system.
- The Ministry is working with two northern communities to shape sustainable Community Alcohol Management Plans (CAMP). The scope includes extensive grassroots consultations and engagement of local leadership with the aim of minimizing the nature and extent of harm caused by the excessive consumption of alcohol. CAMPs recognize alcohol problems are not the same in every part of the province, and strategies are tailored to meet local conditions and circumstances. Consultation and planning will conclude in June 2016 with the two communities activating their CAMP along with a sustainability plan. In 2016-17, we will complete the collection of baseline data and establish an evaluation framework to measure the outcomes of the CAMP model.
- The Ministry of Justice, SaskBuilds, the Ministry of Health and the Prairie North Regional Health Authority continue to partner in moving forward design, construction and program development for the Saskatchewan Hospital North Battleford project. This facility will include a 96-bed secure unit for offenders with mental health issues. Construction

of the new facility began in September 2015. Since then, design and build work are on time and on budget. Work is commencing on program development and operations for the secure section of the facility, including clinical and correctional programs and services; the staffing model; and resources, operations, legislation, policy, human resources and labour relations. The facility is scheduled to open in 2018.

Performance Measures

Effective Policing

⇨ *By March 31, 2016, deliver Community Safety Officer recruit training to two cohorts through Saskatchewan Polytechnic.*

One cohort of Community Safety Officers completed the six-week core training developed by the Ministry and Saskatchewan Polytechnic, and the graduates were deployed to 15.5 positions across the province.

This measure is of significance to the Ministry and the Government because it serves as an indicator of additional police resources specifically developed for deployment across municipalities to assist and support local law enforcement in keeping Saskatchewan communities safe. The Community Safety Officer Program operates in collaboration with local municipal police services or RCMP detachments. It provides municipalities with an additional public safety option within the policing services continuum to increase law enforcement visibility while addressing low risk, high priority policing services and crime prevention. The Ministry continues to work with interested communities to promote the Community Safety Officer model, and to develop new approaches to addressing their policing needs. It is expected there will be sufficient interest to offer the Community Safety Officer core training to a second cohort in fall 2016.

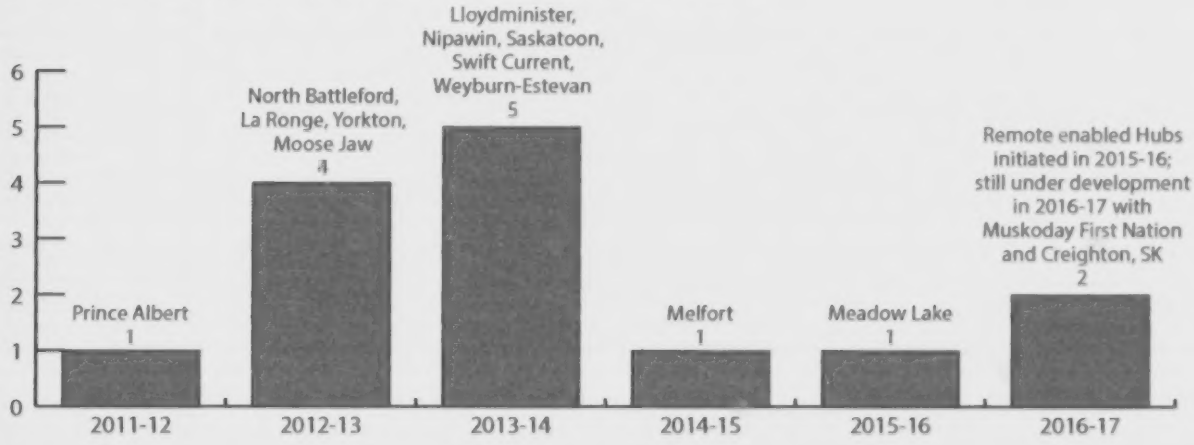
Community Engagement in Crime Prevention

⇨ *By March 31, 2016, increase the number of Hub groups in Saskatchewan by three.*

A total of 12 Hubs are currently operating in 13 Saskatchewan communities. In the 2015-16 fiscal year, one new Hub became fully operational. Two more were initiated and are being developed under a new model of remotely enabled Hubs for northern communities.

The above measure is of interest to the Ministry and the Government because it shows the extent of partnerships between the Ministry and community-based organizations, and provides an indication of community engagement in crime prevention. Community mobilization or Hubs have become an important model for moving away from incident-driven responses toward more risk-driven collaborative interventions. Hubs involve a multi-agency team focused on the identification of individuals at acutely elevated levels of risk, and the development of immediate, coordinated and integrated responses through the mobilization of resources. While not a policing model per se, Hubs are a key component of a Community Safety model intended to improve a much broader set of social outcomes. The Ministry continually strives to initiate and support community participation in crime prevention initiatives throughout the province, and has a high level of influence over these measures. This measure indicates considerable commitment among community partners in working together with the Ministry to adopt a risk-driven approach to crime prevention.

Number of Hubs implemented across Saskatchewan from 2011 to 2016



Ministry Goal

People in vulnerable circumstances are supported and protected.

Strategy

Provide support and assistance to victims of crime and other individuals in vulnerable circumstances.

Key Actions and Results

- Due to increased demand for services in existing programs in the Dispute Resolution Office in 2015-16, expansion of the Child Protection Mediation Program pilot was deferred to 2016-17. The goal of the program is to reduce conflict in child protection matters, increase collaborative decision making, and reduce the time required to develop appropriate plans for children in need of protection. The program is currently in discussions with the Civil Law Division to coordinate a child protection mediation workshop for Ministry of Social Services supervisors and managers, and lawyers from Civil Law.
- The Counsel for Children Office has established an ongoing training and development process to create a roster of lawyers to provide legal services for children involved in child protection hearings. Policies and processes have been developed, along with a revised training manual.
- The Office of Residential Tenancies (ORT) has implemented the practice of referring tenants with mental health problems to the closest Mental Health Crisis Response Team for assistance, when appropriate.
- The Ministry played a key role in a number of improvements to supports for child witnesses and victims, particularly in cases involving sexual offenses. This included:
  - implementation of a new case management framework for Victim/Witness Services to support child victims/witnesses who are required to testify in court;
  - supporting the implementation of Saskatchewan's updated Child Abuse Protocol; and
  - preliminary work on the use of support dogs in courtrooms to assist children and other vulnerable victims/witnesses when testifying.
- The Ministry worked with justice partners to strengthen the delivery of victims services programs and related supports. This included:
  - preparation of public awareness materials and training of Victim Services staff, prosecutors and police on the provisions of the new *Canadian Victims Bill of Rights*;
  - amendments to *The Victims of Crime Regulations, 1995* to increase the compensation amount for counselling for victims of violent offences from $2,000 to $5,000;
  - development of a domestic violence safety plan to be distributed to victim services providers to help victims create a personalized plan to enhance their safety and the safety of their children; and
  - collaboration with the ministries of Social Services and Health to provide training on trauma informed care for human services ministries' personnel. This training equipped participants to develop training workshops for staff in their own branches and divisions, to enable them to recognize and respond appropriately to clients impacted by trauma.
- The Ministry sponsored a free webinar on trauma-informed practice that was provided to 600 participants representing government, health regions and community-based organizations across the province. This was followed by internal training for senior managers and external training for service delivery agencies, including victim services and first responders. Trauma informed care helps provide services in a way that ensures they do not trigger or create new traumatic responses for clients and staff. It also provides knowledge and tools to assist in dealing with trauma.
- The Ministry of Justice participated in a cross-ministerial committee that provides strategic leadership on the ongoing implementation of the Mental Health and Addictions Action Plan.
- In June 2015, the province's disability strategy, *People Before Systems: Transforming the Experience of Disability in Saskatchewan*, was released. The strategy is a ten-year plan developed jointly by the Citizen Consultation Team and the ministries of Social Services, Advanced Education, Economy, Education, Government Relations, Health and Justice. The Ministry of Justice will continue to participate in the cross-ministry team responsible for implementation planning.

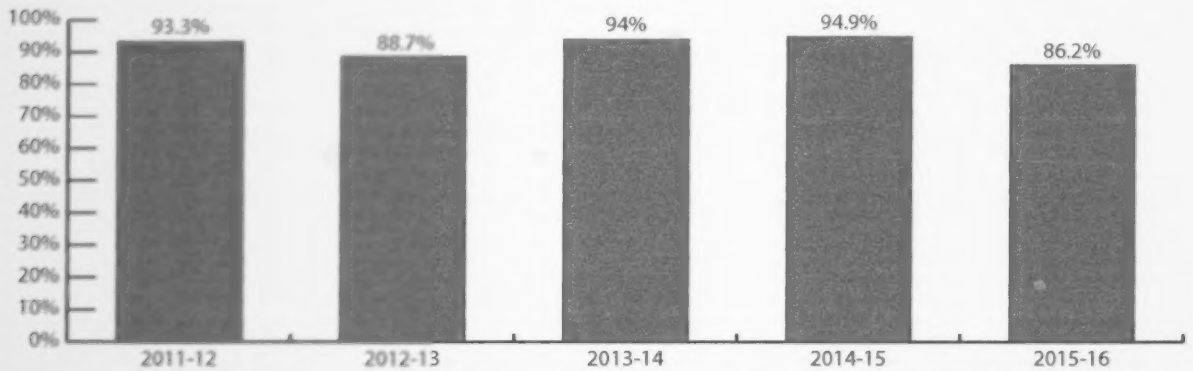
Performance Measures

Custody and Access Assessments

⇨ *By March 31, 2016, increase the number of completed custody and access assessments that do not proceed to trial by 3%.*

The percentage of completed custody and access assessments that do not proceed to trial decreased from 94.9% in 2014-15 to 86.2% in 2015-16. While this fell short of the goal of raising the number of completed assessments by three percentage points, it is important to note that the Ministry has consistently maintained a high standard of service in this area for many years. Although the increasing complexity of custody and access assessments presents challenges, the Ministry will continue to strive to increase this figure in 2016-17.

Custody and access assessments that did not proceed to trial



Counsel for Children

⇨ *By March 31, 2016, the newly developed Counsel for Children Office will make 150 appointments to represent children in child protection matters.*

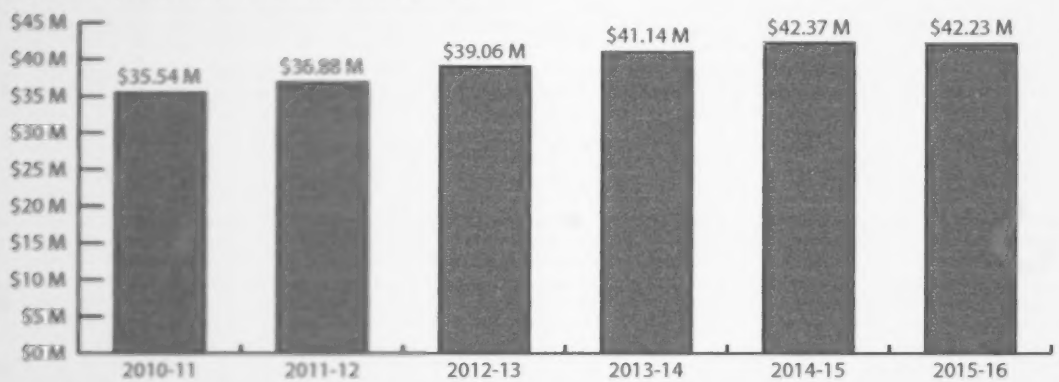
The Counsel for Children Office appointed lawyers to represent 182 children in 2015-16, surpassing its goal of 150 appointments.

Collection of Support Payments for Children and Families

⇨ *By March 31, 2016, increase the dollars collected by maintenance enforcement for custodial parents and children by $500,000.*

In 2015-16, the Ministry collected $42.23 million in support payments for custodial parents and children. This falls short of the goal to increase support payments collected by $500,000 over the $42.37 million collected in 2014-15. The current economic climate – in the natural resources sector in particular – has made it more challenging for the Maintenance Enforcement Office to collect support payments from non-custodial parents in some cases.

Payments Collected for Children and Families



Ministry Goal

Improved access to justice.

Strategy

Provide accessible and timely resolution of civil, family, criminal and administrative matters.

Key Actions and Results

- Public Prosecutions is working with the judiciary, Legal Aid and the RCMP to address inefficiencies in the justice system through the Time to Resolution Pilot in Meadow Lake. Following two roundtable discussions with justice partners a number of improvements have been made. The relationships between partner organizations has improved, better information processes have been established, and video-conferencing is being expanded.
- Since the fall of 2015, the Ministry has been able to offer the High Conflict Court Ordered Family Mediation program when judges request, on a case-by-case basis, around the province. As a result the program was able to mediate six additional high-conflict files beyond what was planned in court schedules. This program provides mediation to families involved in lengthy adversarial disputes and provides assistance with fundamental issues such as parenting and shared custody.
- The *Family Matters: Assisting Families through Separation and Divorce* pilot has been established in Saskatoon, Prince Albert, Regina and Moose Jaw. It is scheduled to become a province-wide program in April 2016. A program evaluation begun in 2015-16 and will conclude in the next fiscal year.
- *The Fee Waiver Act* came into force in February 2016. The Act allows low-income litigants to apply to have their fees waived for proceedings before a commission, court, or other public body. The Ministry will continue to work with the courts, administrative tribunals and non-profit legal organizations to ensure a smooth transition to the new fee waiver system.
- The Ministry established a joint working group with the Law Society of Saskatchewan to develop innovative ways to provide legal services at low cost. A work plan has been created and communications have been sent to legal service professionals requesting feedback on this topic. Surveys have been developed for the public and legal service professionals, and will be sent out in early 2016-17. The Ministry and the Law Society have also commenced consultation with the courts.
- A review of the Small Claims Court processes was completed in 2015. As a result, the small claims limit was increased from $20,000 to $30,000 in February 2016. The Ministry is currently developing further legislative, regulatory and policy updates to enhance the small claims process to provide greater access, lower costs and quicker outcomes in Small Claims Court.
- The Ministry collected baseline data on existing referrals to alternative measures programs. It also worked with police, prosecutors and programs to identify changes that could increase diversion from traditional court systems into alternative measures programs. The Ministry has begun assessing the potential impact of these proposed changes.
- The Ministry continues to work with community partners, particularly Pro Bono Law Saskatchewan, to develop a justice clinic in Regina that would provide justice services to low-income and marginalized citizens. The Ministry is currently identifying an appropriate space for the clinic and resources that could be reallocated to support its operation.
- The Ministry deferred the establishment of an administrative tribunal support unit. The Ministry will continue to examine alternative ways to fund a support unit and look for alternative ways to provide necessary services to citizens and tribunal members.
- The Ministry continued community consultations to expand the Problem Solving Court model to other locations in the province to address addictions, mental health and domestic violence matters. It also partnered with the University of Saskatchewan and the University of Regina to evaluate the Saskatoon Mental Health Court and the Regina Mental Health Disposition Court.
- The Ministry partnered with Pro Bono Law Saskatchewan and the Law Society of Saskatchewan Library to host weekly drop-in sessions at the Regina Court of Queen's Bench to help provide greater access to legal information and assistance, particularly for those representing themselves in family law cases. The Ministry has also partnered with the Saskatoon Public Library, volunteer law students, and the Public Legal Education Association to provide similar monthly sessions in Saskatoon. Attendance generally ranges between eight and ten people, and feedback from attendees has been very positive.

- The Ministry worked with the Saskatchewan Administrative Tribunals Association (SATA) to examine the role of self-represented parties in administrative tribunals. This included supporting SATA's annual conference in May 2015, which focused on the issue of access to justice and supports for self-represented parties.
- The Ministry continued to expand the availability of video-conferencing in correctional centres and the Provincial Court system to save time and reduce travel expenses and risks associated with offender transport. Five combination video courtroom/interview rooms were built at the Prince Albert Correctional Centre, increasing the number of court locations with video-conferencing from 49 to 50. There was also an expansion to video-conferencing at the Regina and Saskatoon correctional centres as well as the Regina, Saskatoon and Prince Albert provincial courts and the Court of Queen's Bench in Saskatoon. In total, 23 new video-conferencing units were installed to serve the courts in 2015-16.
- Two members of the Client Service Team at the Office of Residential Tenancies (ORT) took the Resolving Conflict Constructively course provided by the Dispute Resolution Office to help them encourage tenants and landlords toward early dispute resolution. As of March 31, 2016, nine ORT staff completed either the Resolving Conflict Constructively course or another form of conflict resolution training.
- The ORT is developing training courses on how to effectively deal with common rental issues, particularly for landlords. Delivery of these courses has been deferred until implementation of case management software allows staff the time necessary to provide them.
- An increase in workload due to a higher number of hearing applications has made it necessary for the ORT to defer training on hearing preparation for landlords and tenants. In the meantime, the Preparing for a Hearing webpage was revised and made more accessible on the Saskatchewan.ca website.
- The ORT has taken a number of steps to reduce requests for hearing adjournments based on the need to review previously undisclosed documents. Directions on several ORT forms were substantially revised to clarify the importance of tenants and landlords providing all necessary and relevant documentation when applying for a hearing. The Hearing Notice was also revised to provide more organized information about hearing processes, including the disclosure of documents.
- The ORT has revised hearing documentation to encourage landlords and tenants to acknowledge basic, undisputed facts relevant to their hearings. Initial results indicate there is more work to be done in this area to ensure these types of issues do not resurface during hearings.

Performance Measures

Increased Access to Justice

- *By March 31, 2016, increase the access to video-conferencing in the court system by five end points.*

  The total number of video-conferencing units (end points) installed increased from 144 to 167 in 2015-16. In the past the Ministry demonstrated progress by increasing the number of locations it installed video-conferencing equipment in. However, as the installation of video-conferencing equipment is completed in all permanent court locations, the Ministry has moved to reporting on the total number of video-conferencing units in the system.

Family Matters

- *By March 31, 2016, receive 200 contacts in the Family Matters pilot program.*

  The Family Matters pilot program was contacted 796 times in 2015-16, surpassing its goal of 200 contacts.

- *By March 31, 2016, make 200 referrals in the Family Matters pilot program.*

  The Family Matters pilot program received 931 referrals in 2015-16, surpassing its goal of 200 referrals.

- *By March 31, 2016, hold 50 three-hour sessions in the Family Matters pilot program.*

  The Family Matters pilot program held 61 three-hour sessions in 2015-16, surpassing its goal of 50 sessions.

Residential Tenancies

- *By March 31, 2016, schedule a hearing date for 80% of urgent applications within seven business days of receiving the application and have 100% scheduled within 12 business days.*

  It was intended that a new case management system would be implemented in 2015-16 that would track performance statistics. This system is still being developed.

- *By March 31, 2016, schedule a hearing date within two months of receiving all other applications 80% of time and 100% within three months.*

  As a case management system has not yet been implemented, statistics are not available. The case managers advise these targets for scheduling hearings are not being met. The increased volume of applications to the ORT has contributed to the delay.

- *By March 31, 2016, schedule 10% of the hearings to be conducted by telephone.*

  This objective was predicated on the implementation of a database of cases accessible through a web portal, so the hearing officer and the parties could remotely access materials on their file. These objectives are deferred until after the completion of the web portal project.

- *By March 31, 2016, improve public service on the inquiry lines by increasing the number of calls answered within one minute by 10%.*

  This objective was achieved. In 2015-16, 43% of calls to the inquiry line were answered, compared to 22% in 2014-15.

Government Goals

Sustaining growth and opportunities for Saskatchewan people
Meeting the challenges of growth
Securing a better quality of life for all Saskatchewan people
Delivering responsive and responsible government

Ministry Goal

Responsive and responsible government.

Strategy

Ensure appropriate tools and infrastructure to deliver programs and services.

Key Actions and Results

- The second phase of implementing the new Criminal Justice Information Management System (CJIMS) was completed in June 2015 with Adult Corrections. Development of the courts and courts' financials components continued, with completion expected in October 2016.
- Recommendations from a review on cost savings and best practices within correctional centres focused on the 10 following areas: offender wages, offender clothing, uniforms, medicines and drugs, office supplies, contracts, maintenance, CVA costs, linens and laundry, and cleaning supplies. The top four areas – offender wages, offender clothing, uniforms, and medicines and drugs – have been chosen for a policy-to-practice review in 2016-17.
- Construction of a 144-bed living unit at the Prince Albert Correctional Centre for men was completed in October 2015 to reduce crowding in provincial facilities. Construction costs of $24 million were within budget and spread over three years. The unit includes four living pods and an area designed for video court that is large enough to serve the entire facility.
- Saskatoon's Traffic Safety Court officially opened at its new location in the First Nations Bank Building in March 2016. This relocation provides cost-savings and has the additional benefit of providing enough space for the operation of an additional Traffic Safety Court courtroom. Minor renovations were also completed to convert the former Traffic Safety Court courtroom at the Saskatoon Provincial Court into an all-purpose courtroom for criminal trials. These renovations were completed in March 2016. Collectively, the relocation of the Saskatoon Traffic Safety Court and renovations to the Saskatoon Provincial Court provide increased flexibility for scheduling traffic trials and criminal trials in Saskatoon.
- Renovations and expansions to the Saskatoon Queen's Bench Court House were completed in December 2015. These modifications consolidated the Saskatoon Court of Queen's Bench into a single courthouse, instead of being divided between two separate buildings as it had been previously. This has improved the delivery of court services in Saskatoon by addressing space issues and enhancing security for the judiciary, staff, and court participants. The renovations also allowed for additional upgrades to the courthouse, including improvements to heating, ventilation, air conditioning, electrical systems, and the boiler.

- The Moose Jaw Queen's Bench Court House officially reopened in December 2015. The restoration was made necessary by the collapse of the second floor ceiling in the fall of 2013. The restoration was used as an opportunity to improve technology, address a number of space issues, and enhance security for the judiciary, staff, and court participants.
- Funding was approved in the 2015-16 provincial budget to commence a two-year planning project for a new courthouse in Pelican Narrows. Preliminary design was completed by HDH Architecture and included several justice stakeholders in order to determine facility design requirements, options and costs. This facility will provide a safe and appropriate space to hold court in Pelican Narrows. Issues surrounding occupational health and safety, privacy, and security will be addressed in the design phase to ensure the facility meets the needs of the community.
- The Office of Residential Tenancies continues to work towards implementing case management software to capture workload information and a web portal to improve the hearing application process for tenants and landlords. The target for this is 2016-17.
- The Office of Residential Tenancies continues to work towards implementing case management software to capture operational and workload statistics for performance measuring. In order to expedite the processing of applications, the Ministry entered into a strategic partnership with Information Services Corporation (ISC). ISC is working with VIVVO Application Studios to develop an online application and case management software system. Significant work has been completed on the architecture which will be used throughout the Small Systems framework. Phase I development of the case management functionality is scheduled for completion by August 31, 2016.

2015-16 Financial Overview

The Ministry's original 2015-16 appropriation was $607.7 million, including $24.9 million for capital asset acquisitions and $584.1 million on an expense basis. The expense budget excludes the $24.9 million appropriation for the Ministry to acquire capital assets and includes $1.3 million for the amortization of capital assets.

For 2015-16, actual expenses were $599.0 million; a variance of $14.9 million higher than the original budget. The increased costs are attributable to:

- increased salary pressures, largely as a result of utilization pressures in Custody, Supervision and Rehabilitation Services programs ($1.9 million); and
- increased operating pressures, largely due to higher amortization costs, adjustments to the valuation of capital assets, and an increase in the allowance for uncollectable fines in Court Services ($24.9 million).

These increased costs were partially offset by:

- reductions in operating and capital grants, primarily to RCMP, Community Safety Outcomes and Community Services ($11.9 million).

The addition to the Prince Albert Correctional Centre was also $2.8 million under budget in the final year of construction.

Expense results by sub-vote and allocation are summarized in subsequent pages of this report.

The 2015-16 revenue budget was $88.4 million. Actual revenue was $90.9 million; $2.5 million greater than budget. The increased revenue is primarily attributable to:

- a higher than estimated dividend from the Financial and Consumer Affairs Authority (FCAA) ($5.6 million);
- an increase in payments from the federal government for custody programs ($1.2 million);
- an increase in revenue from surrogate court fees ($1.2 million);
- a higher than anticipated collection of Public Trustee fees; ($0.5 million);
- a decrease in the amount of traffic safety revenue from various sources ($8.0 million); and
- net changes in a number of different branches and the write-off of accrued expenses from prior years ($2.0 million).

The 2015-16 reallocated Full-time Equivalent (FTE) budget was 2,863.2 FTEs, with actual FTE utilization of 3,149.3 (286.1 FTEs over budget). Staff were required to address workload pressure, as follows:

- custody facility and community supervision programs (utilization pressures) – 157.4 FTEs;
- Court Services (security detention and workload pressures) – 82.4 FTEs;
- Prosecutions and legal service areas (workload pressures) – 26.1 FTEs;
- staff dedicated to implementing new IT system – 18.9 FTEs;
- Freedom of Information and Privacy (workload pressures) – 5.1 FTEs; and
- miscellaneous savings throughout the rest of the Ministry – 3.8 FTEs.

2015-16 Financial Results – Expenditures

The following table outlines information on actual and budgeted expenditures by sub-vote and allocation. Explanations are provided where variances are greater than $500,000. All amounts are shown in $000s.

Sub-vote	Allocation	2014-15 Actual Expenditure	2015-16 Original Estimates	2015-16 Actual Expenditure	Variance	Notes
Central Management and Services	Minister's Salaries (Statutory)	$ 96	$ 96	$ 96	$ -	
	Executive Management	1,977	2,014	1,907	(107)	
	Central Services	12,734	14,273	12,440	(1,833)	1
	Accommodation Services	34,995	37,449	37,533	84	
	Land Titles Assurance Claims (Statutory)		1	64	63	
Total Central Management and Services		**$ 49,802**	**$ 53,833**	**$ 52,040**	**$ (1,793)**	
Courts and Civil Justice	Court Services	$ 36,440	$ 33,012	$ 35,582	$ 2,570	2
	Salaries – Provincial Court Judges (Statutory)	14,730	14,434	14,629	195	
	Salaries – Justices of the Peace (Statutory)	2,465	2,808	2,684	(124)	
	Family Justice Services	4,308	4,934	4,310	(624)	3
	Dispute Resolution Office	1,835	2,173	1,678	(495)	
	Public Guardian and Trustee	3,037	3,254	3,162	(92)	
Total Courts and Civil Justice		**$ 62,815**	**$ 60,615**	**$ 62,045**	**$ 1,430**	
Innovation, Legal and Policy Services	Civil Law	$ 4,074	$ 4,226	$ 4,196	$ (30)	
	Public Law	5,189	4,792	5,281	489	
	Innovation	1,127	1,370	1,558	188	
	Public Prosecutions	22,626	24,483	23,356	(1,127)	4
	Access and Privacy	305	445	312	(133)	
	Queen's Printer Revolving Fund – Subsidy	35	97	95	(2)	
Total Innovation, Legal and Policy Services		**$ 33,356**	**$ 35,413**	**$ 34,798**	**$ (615)**	
Total Community Safety Outcomes		**$ 15,173**	**$ 17,008**	**$ 14,510**	**$ (2,498)**	5
Community Justice	Community Services	$ 17,144	$ 16,543	$ 15,470	$ (1,073)	6
	Public Complaints Commission	690	651	656	5	
	Office of the Chief Coroner	2,813	3,255	2,971	(284)	
Total Community Justice		**$ 20,647**	**$ 20,449**	**$ 19,097**	**$ (1,352)**	
Boards and Commission	Human Rights Commission	$ 2,150	$ 2,366	$ 2,361	$ (5)	
	Office of Residential Tenancies	1,759	1,545	1,829	284	
	Inquiries	49	126	49	(77)	
	Legal Aid Commission	23,305	23,871	23,971	100	
	Automobile Injury Appeal Commission	863	1,006	864	(142)	
Total Boards and Commission		**$ 28,126**	**$ 28,914**	**$ 29,074**	**$ 159**	

Sub-vote	Allocation	2014-15 Actual Expenditure	2015-16 Original Estimates	2015-16 Actual Expenditure	Variance	Notes
Custody, Supervision and Rehabilitation Services	Custody Services	$ 128,713	$ 129,781	$ 138,033	$ 8,252	1
	Community Corrections	26,559	27,682	25,225	(2,457)	8
	Program Support	5,619	5,962	6,164	202	
	Correctional Facilities Industries – Subsidy	–	40	–	(40)	
Total Custody, Supervision and Rehabilitation Services		**$ 160,891**	**$ 163,465**	**$ 169,422**	**$ 5,957**	
Policing	Police Programs	$ 18,554	$ 20,921	$ 19,758	$ (1,163)	9
	Royal Canadian Mounted Police	169,770	179,198	173,572	(5,626)	10
	Program Support	1,266	1,501	1,162	(339)	
Total Policing		**$ 189,590**	**$ 201,620**	**$ 194,492**	**$ (7,128)**	
Sask. Police Commission	Saskatchewan Police Commission	$ 190	$ 203	$ 190	$ (13)	
	Saskatchewan Police College	1,216	1,271	1,257	(14)	
Total Saskatchewan Police Commission		**$ 1,406**	**$ 1,474**	**$ 1,447**	**$ (27)**	
Total Major Capital Projects		**$ 33,339**	**$ 24,878**	**$ 22,064**	**$ (2,814)**	11
Total Ministry Appropriation		**$ 595,145**	**$ 607,669**	**$ 598,988**	**$ (8,681)**	
Capital Asset Acquisitions		(32,815)	(24,878)	(19,090)	5,788	12
Capital Asset Amortization		2,329	1,304	5,624	4,320	13
Capital Asset Revaluation		–	–	13,516	13,516	14
Change in Prepaid Expenses		(14)	–	(12)	(12)	
Total Ministry Expense		**$ 564,645**	**$ 584,095**	**$ 599,027**	**$ 14,932**	

Explanation of Major Variances:

1. Decreased salary costs due to vacancies and decreased operating costs for IT systems.
2. Increased costs related to allowance for doubtful accounts, dangerous and long-term offender assessments, transcript services, and other operating pressures.
3. Decreased salary costs due to vacancies.
4. Decreased salary costs due to vacancies.
5. Decreased salary costs due to vacancies; delayed start to the Northern Integrated Initiative; and transfer of some grant payments to special operating funds.
6. Transfer of some grant payments to special operating funds.
7. Increased costs due to high counts in custody facility operations.
8. Decreased salary costs due to vacancies.
9. Decreased salary costs due to vacancies and transfer of some grant payments to special operating funds.
10. Under expenditure for the RCMP contract.
11. Final project costs for the addition to the Prince Albert Correctional Centre were less than anticipated.
12. Less capital asset acquisition due to the lower cost of major capital projects in Prince Albert (see note 11).
13. Amortization of capital assets higher than anticipated.
14. Certain capital asset values adjusted to bring into alignment with government financial guidelines.

Detailed payee information will be published in Volume 2 of the 2015-16 Public Accounts.

2015-16 Financial Results – Revenues

The Ministry collects revenues related to the fines, licenses and service fees on behalf of the Government and receives funding from the federal government related to Legal Aid, municipal policing and other cost-shared programs. The following table outlines information on actual and budgeted revenues by revenue description. Explanations are provided for all variances greater than $500,000. All amounts are shown in $000s.

Description	Revenue Budget	Actual Revenue	Variance	Notes
Fines, Forfeits and Penalties	$ 25,624	$ 21,446	$ (4,178)	1
Sales, Services and Service Fees	14,550	16,329	1,779	2
Federal/Provincial Agreements	11,914	14,382	2,468	3
Municipal Agreements	18,662	19,908	1,246	4
Proceeds from Other Funds	17,370	19,168	1,798	5
Other Miscellaneous Revenue	245	(378)	(623)	6
Ministry Revenue	**$ 88,365**	**$ 90,855**	**$ 2,490**	

Explanation of Major Variances:

1. Less than anticipated fine revenue from traffic safety initiatives.
2. Higher than anticipated Public Trustee fees and Surrogate Court fees were collected.
3. Increased revenues from Exchange of Services agreement and cost-share for young offenders.
4. Higher than anticipated revenues from rural policing program.
5. Dividend from FCAA higher than estimated.
6. More prior year adjustments required than anticipated.

Revolving Funds and Special Purpose Accounts

The Ministry is responsible for managing and operating the following revolving or special purpose funds:

- Correctional Facilities Industries Revolving Fund (PRISM Industries)
- Criminal Property Forfeiture Fund
- Queen's Printer Revolving Fund
- Victims' Fund

Information regarding the 2015-16 business activities of these funds can be found in **Appendix C** of this Annual Report.

For More Information

This report provides information about our accomplishments and our future plans. We welcome any questions or comments that you may have. Please feel free to contact us at:

Ministry of Justice
Communications Branch
1000 – 1874 Scarth Street
Regina, SK S4P 4B3
Phone: (306) 787-7872
Email: webteam@gov.sk.ca

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Email: communicationsCPJU@gov.sk.ca

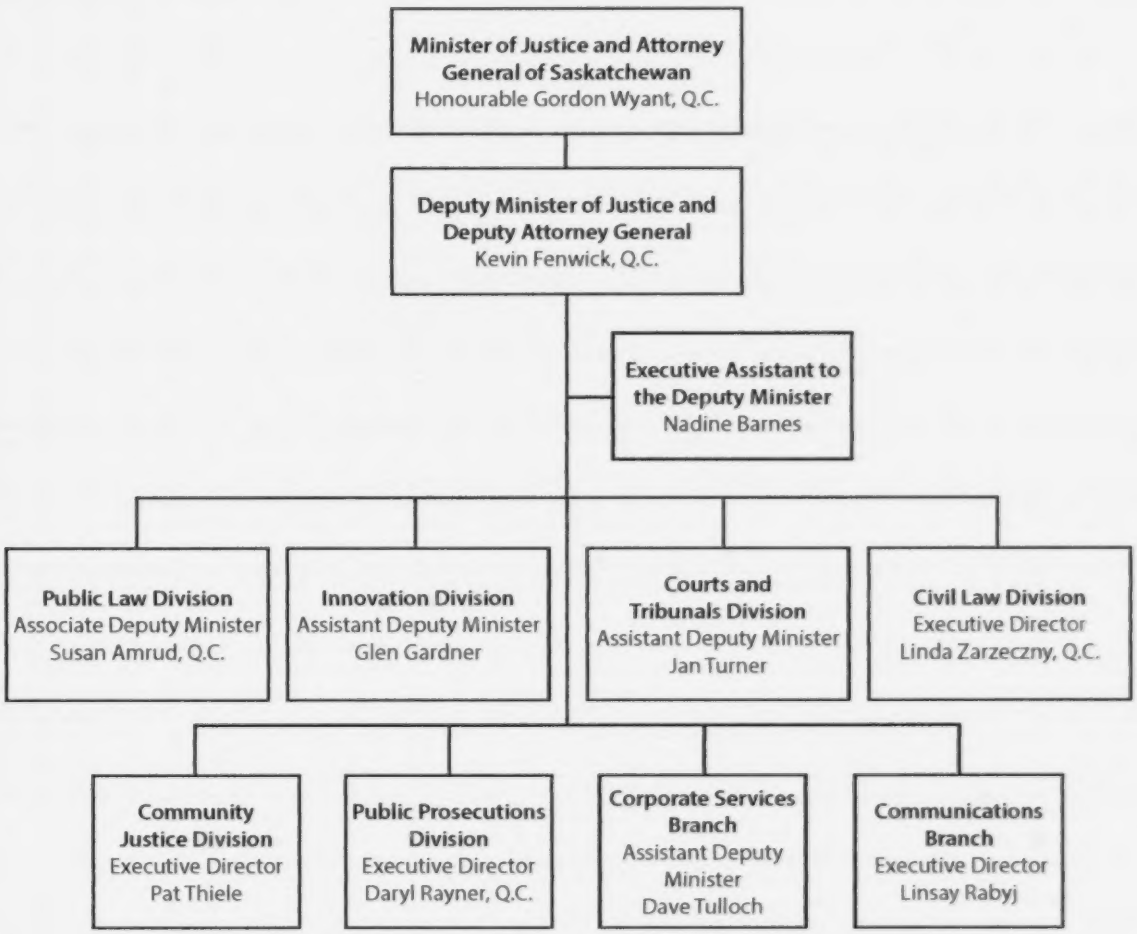
Copies of this report are available for download at:

www.saskatchewan.ca/government/government-structure/ministries/justice/

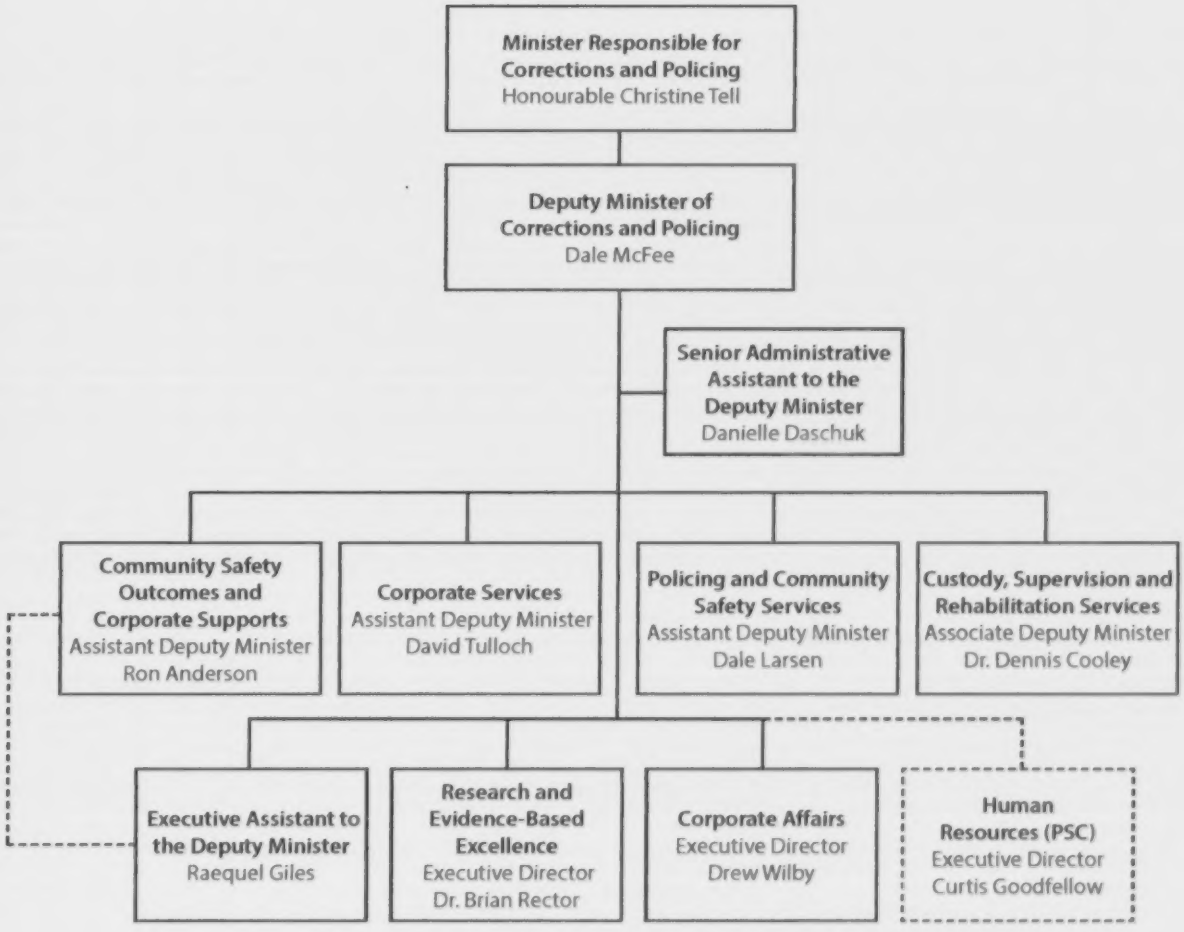
Appendices

Appendix A: Organizational Chart as of March 31, 2016

Attorney General



Corrections and Policing



Appendix B: Boards and Commissions

The Minister of Justice and Attorney General and the Minister Responsible for Corrections and Policing are responsible for a number of boards and commissions that receive varying levels of administrative and policy support from the Ministry, including:

- Aboriginal Courtworker Advisory Board
- Automobile Injury Appeal Commission
- Financial and Consumer Affairs Authority
- Funeral and Cremation Services Council
- Justice of the Peace Review Council
- Law Reform Commission
- Office of Residential Tenancies
- Provincial Court Judicial Council
- Provincial Mediation Board
- Public Complaints Commission
- Public Disclosure Committee
- Public and Private Rights Board
- Saskatchewan Review Board
- Saskatchewan Film Classification Appeal Committee
- Saskatchewan Film Classification Board
- Saskatchewan Human Rights Commission
- Saskatchewan Legal Aid Commission
- Saskatchewan Legal Aid Commission Appeal Committee
- Saskatchewan Police Commission
- Saskatchewan Real Estate Commission
- The Elders Forum
- Victims Compensation Appeal Committee

Most of these boards and commissions produce and table their own annual reports. However, the following agencies have very brief annual reports that are included in this document to accommodate tabling requirements and reduce printing costs:

- Automobile Injury Appeal Commission
- Provincial Mediation Board
- Office of Residential Tenancies

Automobile Injury Appeal Commission

Mandate and Objectives

The Automobile Injury Appeal Commission is an independent, quasi-judicial body whose mandate is to adjudicate no-fault bodily injury benefit disputes between a claimant and the insurer (SGI), in a less formal manner and on a more timely, less costly basis than is available through the courts. In fulfilling this role the Commission has several objectives:

- to issue quality decisions based on facts, findings and legislative entitlements on a timely basis;
- to reduce the average elapsed time between the submission of an application and the commencement of a hearing;
- to enhance the understanding of the appeal process and how it may be accessed, and to better inform claimants who represent themselves during the process;
- to enhance services and information available to the parties to the appeal process and for the management of the appeal process; and
- to collect, use, disclose and protect personal information through appropriate privacy and security policies and practices.

Commission Membership

At year end the Commission's membership included:

- Dr. Barry Heath, Saskatoon
- Laura Lacoursiere, Saskatoon
- Lucille Lamb, Q.C., Saskatoon
- Jane Lancaster, Q.C., Saskatoon
- Keith Laxdal, Regina (Chairperson)
- Joni MacKay, Saskatoon
- Don McKillop, Q.C., Regina
- Walter Matkowski, Saskatoon
- Ann Phillips, Q.C., Regina
- Ryan Plewis, Swift Current
- Tim Rickard, Saskatoon

The Appeal Process

The Commission hears appeals of benefit entitlement decisions made by SGI under the no fault insurance program for injuries sustained in motor vehicle accidents.

When people are not satisfied with a personal injury benefits decision made by SGI under the no fault system, they can file an appeal with either the Court of Queen's Bench or the Commission. Appeals must be filed either within 90 days of the date of SGI's decision or, if mediation was elected, 60 days from the date mediation was completed.

Claimants filing an appeal to the Commission pay a $75 application fee. If this causes substantial hardship, claimants may ask the Commission to waive the fee by obtaining and submitting an Application for Fee Waiver Certificate. The fee (if paid) is refunded if the claimant is successful.

Once the claimant and SGI have filed all documents relevant to an appeal, the Commission gives written notice of the hearing date, time and location. Hearings are regularly held in Prince Albert, Saskatoon and Regina. The Commission provides the documents submitted by the claimant and the respondent to assist the parties and the appeal panel in reviewing the documentary evidence.

Claimants can represent themselves or have their lawyers present their cases to the Commission. Claimants are self-represented in approximately two of every three applications received by the Commission. SGI is represented by counsel.

Both the claimant and SGI have the right to examine and cross-examine witnesses. If necessary, either party can arrange to have a witness subpoenaed to attend the hearing. Witnesses can testify by telephone if they are unable to attend the hearing in person.

The Commission interprets and applies the law and regulations governing no-fault benefits. It has the authority to set aside, confirm or vary benefit decisions made by SGI under the no fault benefits plan. Written reasons for the Commission's decision are provided to and binding on both parties. The decision can be appealed to the Court of Appeal on a question of law only. Transcripts or audio recordings are provided to the parties upon request and at their expense.

Appeal hearings are open to the public and the Commission's decisions are published on its website at (www.autoinjuryappeal.sk.ca) and other legal sites, although de-identified for purposes of web publication. This practice assists claimants and the general public in knowing more about their entitlement to injury benefits and offers self-represented claimants an opportunity to become familiar with the hearing process.

Legislative and Budgetary Authorities

The legislation governing the Commission's activities includes:

- *The Automobile Accident Insurance Act*
- *The Personal Injury Benefits Regulations*
- *The Automobile Accident Insurance (Injury) Regulations*

The Commission's budgetary status is reflected as follows:

2015-16 Budget: $1,006,000
FTEs: 3.0

2015-16 Actuals: $864,889
FTEs: 2.8

The favorable actual to budget variance of $141,111 is attributable to several factors – the reduced number of hearings held during the year resulted in lower per diem payments to members, reduced travel costs for both members and staff, staff salary savings, and reduced IT spending.

The favorable .2 FTE variance was the result of a term employee's extended leave of absence.

2015-2016 Activities and Results

- There were 107 new appeal files opened by the Commission during 2015-16. Based on past experience, a significant percentage of these files will be settled or withdrawn by the claimant prior to an appeal hearing.
- The Commission issued 46 final decisions during the year. Thirty-one of these decisions were issued within 60 days of the hearing having concluded or the last evidence being filed. This represents a 67% success rate towards meeting the Commission's objective of issuing all written decisions within 60 days of a hearing being concluded.
- The 46 decisions issued by the Commission in 2015-16 were in process for an average of 2.4 years from the time the file was opened until the written decision was issued. This compares to an average of 1.7 years for the previous year. This increase is attributable to the number of older files that reached the hearing stage of the appeal process.
- There were 110 on-the-record hearings conducted during 2015-16. Many of these were conducted by telephone and dealt with various issues that may arise prior to the parties and the appeal panel convening for the appeal hearing.
- Fee waivers were approved for 11 of the 14 claimants who submitted applications to waive fees based on substantial hardship.
- As a result of *The Fee Waiver Act* and *Regulations* coming into force in February 2016, the Commission has implemented revised procedures and forms for dealing with situations where fees cause a substantial hardship for claimants.
- The Commission updated materials related to members' job descriptions and competencies as a result of participation in the Ministry's 2017-2021 Environmental Scan and Strategic Planning process. The Commission also created new member orientation materials as part of this process.
- Commission members participated in training programs offered by the Foundation of Administrative Justice and the Law Society of Saskatchewan. Members also attended the Saskatchewan Administrative Tribunals Association's Conference and Annual General Meeting.

2016-17 Planned Activities

- The Commission is awaiting implementation of no fault legislative changes as these will trigger enhancements to communications materials and web resources made available to claimants. In this regard, the Commission will also continue to work with the Ministry on their Access to Justice initiative.
- The Commission anticipates working with technology providers to deal with database issues and enhancements, as well as public and management reporting requirements.
- Updates to additional member resource materials are expected to be completed during the year.
- The Commission will investigate options to improve physical security arrangements for office staff.
- The Commission will continue to support professional development initiatives that enable members and staff to continue to improve services and the quality of the appeal process experience for claimants.

No Fault Appeal Statistics

	2011-12	2012-13	2013-14	2014-15	2015-16
Comparative Activity Levels					
Appeal Files Opened	146	150	143	120	107
Appeal Files Closed Prior to Hearing	85	66	77	69	93
Hearings Held	231	98	111	116	110
Decisions Issued	64	33	51	45	46
Status of Appeal Files Opened in a Particular Year					
Appeal Files Opened	146	150	143	120	107
- Less Closed Prior to Hearing	72	83	51	37	19
- Less Decisions Issued	52	35	36	9	0
Outstanding*	22	32	56	74	88

**Includes files where decisions are outstanding, files that stand adjourned and files that are awaiting additional medical information or reports.*

Provincial Mediation Board and Office of Residential Tenancies

Provincial Mediation Board

The Provincial Mediation Board has a role or responsibility in:

- Municipal Tax Enforcement
- Mortgage Foreclosures
- Debt Counseling
- Eviction of Non-Residential Tenants

Municipal Tax Enforcement

Municipalities require the Board's consent to complete tax enforcement proceedings under *The Tax Enforcement Act*. Upon receiving an application from a municipality, the Board contacts the landowner to try to establish a plan for the taxpayer to pay the arrears of taxes. If the taxpayer does not agree to a reasonable plan for payment of the tax arrears, or defaults on payment, the Board grants its consent to the municipality to take title to the land.

Mortgage Foreclosures

The Board receives a Notice of Intention to Foreclose in advance of every non-commercial foreclosure action. The proposed plaintiff cannot start a court action for 30 days, during which the Board contacts the mortgagor by mail to offer its services. If the mortgagor contacts the Board, the Board provides information on foreclosure procedures and discusses options that may be available to the mortgagor to deal with arrears and avoid court

The Board maintains electronic files for Notices of Intention to Foreclose, which enables staff in both Regina and Saskatoon to access files and share information. This improves service to the public by ensuring a prompt response to inquiries from either location.

Debt Counseling

A not-for-profit agency, Credit Counseling Society (CCS), has offered credit counseling services in Saskatchewan for several years. After review, the Board considered the credit counseling services offered by CCS to be accessible and effective, and did not consider it necessary or desirable to duplicate those services. Inquiries are now referred to CCS.

The Board continues to administer 28 files under the Orderly Payment of Debt provisions of the *Bankruptcy and Insolvency Act*, but discontinued offering the program to the public in 2012, soon after the CCS began offering its services in Saskatchewan. These files will remain under administration until concluded. Some may take several years to close.

Evictions of Non-Residential Tenants

The Board may delay the eviction of a tenant under *The Landlord and Tenant Act* (primarily commercial and agricultural leases). The Board will delay eviction if the eviction will cause serious hardship to the tenant that can be avoided by allowing additional time. With the Board's involvement, most inquiries and applications are resolved directly between the landlord and tenant.

Board Members

- Dale Beck, Chair, Regina
- Andrea Jorde, Saskatoon
- Douglas Jameson, Regina

Legislative Authorities

Governing legislation:

- *The Provincial Mediation Board Act*
- *The Tax Enforcement Act*
- *The Land Contracts (Actions) Act*
- *The Agricultural Leaseholds Act*
- *The Land Titles Act, 2000*
- *The Bankruptcy and Insolvency Act* (federal)
- *The Landlord and Tenant Act*

Provincial Mediation Board Statistics

	2013-14	2014-15	2015-16
Debt Repayment Files Opened	0	0	0
Debt Repayment Files Active at Year End	55	38	28
Debt Payments Received from Debtors	$143,901	$114,117	$51,799
Administrative Levy on Debt Payments	$22,338	$17,923	$8,577
Notices of Mortgage Foreclosure/Cancellation of Agreement for Sale	618	772	981
Tax Enforcement Files Opened	649	652	785
Tax Enforcement Fees	$16,700	$16,440	$17,700
Landlord and Tenant Act applications	3	2	4

Office of Residential Tenancies

The Office of Residential Tenancies (ORT) was created to provide an alternative to the court system for landlords and tenants involved in rental disputes. The ORT's mandate is to provide simple, inexpensive and timely dispute resolution for landlords and tenants. To achieve this, the ORT:

- provides information to landlords and tenants about their rights and obligations;
- encourages landlords and tenants to use information about their rights and responsibilities to resolve problems directly; and
- adjudicates disputes between landlords and tenants when they can't find their own solutions.

Board Members

- Dale Beck, Director, Regina
- Douglas Jameson, Deputy Director, Regina
- Andrea Jorde, Deputy Director, Regina
- Terry Hymers, Deputy Director, Regina

Legislative Authorities

Governing legislation:

- *The Residential Tenancies Act, 2006*
- *The Condominium Property Act, 1993*
- *The Co-operatives Act, 1996*
- *The Tax Enforcement Act*

The ORT has jurisdiction under:

- *The Condominium Property Act, 1993* to enable condominium associations to evict tenants of condo units who disturb other occupants;
- *The Co-operatives Act, 1996* to evict persons whose membership in a housing co-operative is revoked; and
- *The Tax Enforcement Act* to evict occupants of property acquired by municipalities through tax enforcement.

Budget

The Provincial Mediation Board and Office of Residential Tenancies operate as a combined entity and share resources and personnel. Their budgets are combined.

2015-16 Budget: $1,545,000
FTEs: 16.1
Per Diem Hearing Officers: 23

2015-16 Actual: $1,830,000

2016-17 Budget: $1,568,000
FTEs: 16.1
Per Diem Hearing Officers: 28

The variance of $285,000 is substantially attributable to per diems paid to hearing officers, primarily because of an increase in the volume of applications. Hearing officers must write sufficient details of the facts and the law and explain how they are applying that information to arrive at a decision. This has a number of benefits, including increased public acceptance of the outcome and reductions in the number of appeals to the Court of Queen's Bench. However, the increased time needed to write decisions increases payments to hearing officers.

Other costs that contributed to the variance arose from the relocation of the Regina office, increased bank charges and photocopying costs.

Progress in 2015-16

- *The Residential Tenancies Amendment Act, 2014* was proclaimed in July 2015, except for changes to the provision for appeals. These changes were proclaimed in February 2016. The amendments reflected a thorough review of the Act, the first since it was passed in 2006. The changes addressed a wide variety of issues raised by the courts, tenants, landlords and the ORT.
- The forms approved for use under the Act were substantially revised to reflect the changes to the Act and to simplify and refresh the forms.
- The webpages for the ORT were revised to reflect the changes to the Act and the revised forms. The pages were reorganized and moved to Saskatchewan.ca.
- The recorded messages on the telephone inquiry line were updated to reflect the changes to the Act, and revised to enhance public use and understanding. These messages provide the public with consistent basic information, freeing up operators' time to address more specific concerns. There is also an option to speak to an operator. While some members of the public have expressed frustration with the options provided on the inquiry line, complaints about having to wait for the next available operator have been significantly reduced.
- Staff members were trained in conflict resolution skills, including methods to encourage landlords and tenants to talk to each other to solve problems.
- The Regina office was relocated at the end of the fiscal year. The new office features significantly increased security and privacy for the public and staff.
- There is a constant need for new hearing officers. Five new hearing officers were appointed and trained in 2015-16.
- The client service supervisors in each location are increasingly using measurements of client service to identify areas for improvement and monitor the effect of changes. This information provides the ORT with a roadmap of how to better handle the increased workload and catch up on the backlog.
- The ORT made 26 presentations to over 900 people about various aspects of residential tenancy law.

2016-17 Goals and Objectives

- The ORT will complete the development and implementation of case management software to automate processes; store applications and evidence as digital records; and provide a web portal the public can use to apply to the office and access records pertaining to their application.
- New case management software will make digital case records immediately accessible to all staff in either location, which will eliminate time wasted locating paper files, significantly improve the quality and completeness of records, reduce errors and improve service to the public.
- The ORT will publish selected decisions to enable the public to better assess how the Act and Regulations may be applied to their particular circumstances.
- The ORT will continue to make public presentations to increase awareness and knowledge of landlords and tenants, and educate the public on changes to the law, use of the web portal and other changes to processes.

Office of Residential Tenancies – Statistics

The ORT uses dated case management software that was developed in the mid-1990s. There are concerns about the reliability of the statistics produced by the software. Various reports will produce different statistics for the same period of time. The table below shows statistics for the last five fiscal years using a consistent methodology for retrieving data for each fiscal year and is believed to be most reflective of the work of the ORT.

	2011-12	2012-13	2013-14	2014-15	2015-16
Total Applications Received	6,719	6,388	7,376	7,609	8,475
Landlord Applications	5,306	5,186	5,860	6,067	6,813
Tenant Applications	1,205	1,202	1,516	1,542	1,662
Fees	$270,750	$251,500	$286,300	$291,492*	$321,165

** corrected figure from 2014-15 Annual Report*

Appendix C: Special Funds

Corrections Facilities Industries Revolving Fund (PRISM Industries)

The Corrections Facilities Industries Revolving Fund operates under the authority of Section 108 of *The Correctional Services Act*. The purpose of the Revolving Fund is to rehabilitate offenders by operating work programs intended to provide practical and marketable work skills and to provide a revenue source to reduce the costs of offender programming.

PRISM Industries operates similar to private sector shops where quality products, full workdays, waste reduction, efficiency and inventory control are business decisions. The long-term financial targets of the fund are in accordance with the Revolving Fund concept of break-even management.

The Revolving Fund collects revenue from the sale of manufactured items on behalf of the Government. All revenue collected is deposited to the General Revenue Fund (GRF).

The following table compares budget and actual summary information.

	(in thousands of dollars)			
	Budget	**Actual**	**Variance Over/(Under)**	**Notes**
Revenue	568	535	(33)	1
Expenditures				
Cost of Goods Sold	522	506	(8)	2
Gross Profit	46	29	(41)	
Overhead Expenses	35	43	(5)	
SURPLUS (Deficit) FROM OPERATIONS	11	(13)	(35)	
Other Income	–	–	–	
Subsidy from GRF	–	–	–	3
Annual Surplus (Deficit)	**11**	**(13)**	**(35)**	

** Note: Final numbers subject to Public Accounts and Provincial Audit verification.*

Explanation of Major Variances:

1. Lower than expected sales.
2. Decrease in cost of goods sold as a resulted of lower sales however salaries remained fixed.
3. Subsidy from GRF not required in 2015-16

Audited financial statements are available at: www.saskatchewan.ca

Criminal Property Forfeiture Fund

The Criminal Property Forfeiture Fund is a special purpose fund governed by *The Seizure of Criminal Property Act, 2009* (the Act) and *The Seizure of Criminal Property Regulations, 2009*, established to:

- receive all revenue forfeited to the Crown under the Act;
- receive all revenue related to the forfeiture of property to the Crown pursuant to sections 83.14, 199, 462.37, 462.38, 462.43, 490, 490.01, 490.02, or 491.1 of the *Criminal Code*;
- receive all revenue related to the sale of property forfeited to the Crown pursuant to section 186 of the *Traffic Safety Act*;
- offset the costs related to bringing forward applications of forfeiture orders and managing and selling forfeited assets; and
- use surplus funds to benefit victims of crime and enhance police operations.

2015-2016 Goals and Objectives:

- Utilize monies generated by the forfeiture of property tainted by unlawful activity to benefit victims of crime and to enhance police operations, taking into consideration administrative costs.
- Establish processes and procedures to enforce the Act and Regulations.
- Work with stakeholders to implement established processes and procedures.

2015-2016 Activities and Results:

- Officials continue to review and amend established processes and procedures to enforce the Act and Regulations, communicate the processes and procedures to law enforcement agencies and work with law enforcement agencies, as well as the Ministry's Safer Communities and Neighbourhoods investigation unit, to obtain information necessary to successfully forfeit property pursuant to the Act.
- For the period of April 1, 2015 to March 31, 2016, 15 of the 15 forfeiture applications decided by the courts were decided in the Director's favour.
- Forfeiture orders resulting from these applications totaled $210,270 CAD and $400 USD.
- Administrative forfeiture amendments, proclaimed in January 2015, enhanced the civil forfeiture process in unchallenged applications and increased the ability to pursue unclaimed assets, excluding real property. Administrative forfeiture creates an effective and efficient process while ensuring that innocent interest holders are protected.
- For the period of April 1, 2015 to March 31, 2016, the Director initiated administrative forfeiture proceedings through the distribution of 203 notices regarding proposed administrative forfeitures to interested parties. While the process has not concluded with respect to all of these notices, those concluded have resulted in the issuance of 88 Notices of Forfeiture totaling $438,020.05 CAD and $44 USD.
- The concluded administrative forfeitures include forfeitures of cash and other property such as vehicles.
- A total of $91,985 CAD has not yet been received for deposit.
- The total amount forfeited through court and administrative forfeiture processes was $648,290.05 CAD and $444 USD.
- Additionally, during the period of April 1, 2015 to March 31, 2016, property was forfeited to the Crown pursuant to the *Criminal Code* on three instances, resulting in the Fund recognizing $682.58 CAD and $1900 USD.
- During the period of April 1, 2015 to March 31, 2016, no property was forfeited to the Crown pursuant to section 186 of *The Traffic Safety Act*.
- Costs related to the applications and managing and selling forfeited assets under the Act totaled $17,219 CAD.
- Disbursements of $1,345,260 CAD were made from the fund to law enforcement agencies to enhance police operations and the Victims Fund to benefit victims of crime.

Queen's Printer

On behalf of the Government of Saskatchewan, the Queen's Printer publishes and distributes all legislation, regulations and other government legislative publications, including:

- *The Saskatchewan Gazette*;
- tables to Saskatchewan Statutes and Regulations;
- the Saskatchewan Rules of Court for the Court of Queen's Bench and the Court of Appeal;
- private Acts;
- bound annual statutes; and
- the complete set, as well as practice-specific sets, of the consolidated Statutes of Saskatchewan and Regulations of Saskatchewan.

The Queen's Printer also provides the Publications Centre, which is an online catalogue of all Government of Saskatchewan publications.

Legislative and Budgetary Authorities

Under the authority of the Minister of Justice and Attorney General and subject to *The Queen's Printer's Act* and *The Queen's Printer's Fees Regulations, 2004*, the Queen's Printer is part of the Public Law Division of the Ministry of Justice.

The Queen's Printer operates through the Queen's Printer Revolving Fund and sells its legislative publications and services to achieve the Fund's break-even mandate. Significantly self-funded through paper sales and services, the Queen's Printer receives an appropriation from the General Revenue Fund.

The main users of paper and electronic publications include:

- municipal, provincial and federal governments;
- law offices;
- colleges and universities;
- industry-specific groups (e.g., associations and oil and gas companies);
- libraries;
- businesses and corporate entities; and
- private citizens.

Sales have remained stable in the last year. Efficiencies in on-demand printing with existing equipment have kept the cost of goods sold low. The Fund has decreased its reliance on the General Revenue Fund considerably, and continues with the goal of eliminating this reliance completely.

Queen's Printer Revolving Fund Financial Summary

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Actual (unaudited)
Revenue	$ 861,135	$ 881,039	$ 1,039,276	$ 1,025,737	$ 1,030,000	$ 1,048,019
Expenditures:						
Cost of Goods Sold	$ 258,363	$ 258,793	$ 270,162	$ 334,728	$ 270,000	$ 305,833
Gross Profit/(Loss)	$ 602,772	$ 622,246	$ 769,114	$ 691,009	$ 760,000	$ 742,186
Administrative Expenses	$ 715,426	$ 719,983	$ 862,369	$ 765,344	$ 855,000	$ 794,836
Net Profit/(Loss)	$ (112,654)	$ (97,737)	$ (93,254)	$ (74,335)	$ (95,000)	$ (52,650)
GRF Subsidy	$ 92,000	$ 97,000	$ 95,000	$ 0	$ 95,000	$ 95,000
Net Profit/(Loss) After Subsidy	**$ (20,654)**	**$ (737)**	**$ 1,746**	**$ (74,335)**	**$ 0**	**$ 42,350**

2015-16 Goals and Objectives

- Add more edited historical legislation to current information on Freelaw® (online source for all current Government of Saskatchewan legislation).
- Incorporate online form submission and payment into the Publications Centre.
- Market Publications Centre, including Freelaw®, by attending trade shows and sponsoring relevant industry and business events.
- Promote and sponsor various related professional agencies by preparing materials for national meetings and professional development seminars or providing web and graphic design services.
- Work closely with client groups to improve the quality of the publications services provided.
- Communicate with provincial, federal and territorial Queen's Printers to ensure legislation and publishing services are consistent with industry technological standards and best practices.
- Support government's efforts with respect to online innovations and collaboration with a view to create efficiencies.
- Support the Government of Saskatchewan website, www.saskatchewan.ca, by helping ministries organize and catalogue publications.
- Begin a rebuild of the Queen's Printer website and ensure it is compatible with www.saskatchewan.ca.

2015-16 Activities and Results

- Added historical legislation, Order in Council (OC) summaries and point-in-time consolidations to Freelaw®:
  - Historical legislation is posted to Freelaw® daily.
  - All OC summaries continue to be posted on a weekly basis. Point-in-time consolidations continued to be added to Freelaw®.
  - Historical gazettes continue to be digitized and posted to the Internet.
- Posting to the Publications Centre occurred daily.
- Continued to support the Law Reform Commission by scanning documents and providing print and distribution services, as well as assisting with the Commission's internet site.
- Promoted online services offered by the Queen's Printer to foster better use of existing government resources and support the new Government of Saskatchewan website through presentations and meetings.
- Attended the following tradeshows to promote the Publications Centre: Saskatchewan Libraries Conference, Regina Chamber of Commerce Business to Business Expo, and Canadian Western Agribition.
- Continued to make government forms more accessible to the public by posting them on separate pages in fillable format on the Publications Centre website.
- Worked with other agencies such as eHealth and the Office of Residential Tenancies to ensure necessary forms are online and fillable.
- Completed the requirements gathering process for the website replatforming.
- Completed a rebranding exercise in anticipation of the modernization of the website.

Queen's Printer Subscription Statistics

Publication/Service	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Actual
Statutes of Saskatchewan Bound Volume	154	136	131	125	114
The Saskatchewan Gazette	203	179	154	138	121
Loose-leaf Statutes	252	216	189	163	128
Loose-leaf Regulations	79	70	65	60	47
Separate Chapters	59	50	47	43	42
Tables	161	142	127	116	99
Rules of Court (English/French)	321/5	314/5	292/5	269/5	257/5
Loose-leaf Rural Municipality	196	186	178	166	148
Loose-leaf Urban Municipality	225	214	186	176	162

Victims Services

Victims Services has the primary responsibility for assisting victims involved in the criminal justice system in Saskatchewan. Victims have needs directly related to their involvement in the criminal justice system, which may include:

- information on the justice system, support and assistance as they proceed through the criminal justice process, and referrals to appropriate agencies;
- assistance with collecting court-ordered restitution;
- compensation to offset expenses directly resulting from violent crime; and
- an opportunity to tell the court how they have been affected by the crime.

Special emphasis is placed on meeting the needs of more vulnerable individuals, such as children, persons with disabilities, and Aboriginal people, who are disproportionately victimized by crime.

In order to ensure basic services are available to meet the needs of victims of crime throughout Saskatchewan, Victims Services offers a range of direct programs, which are outlined in this report. Underlying these direct services are other initiatives that improve understanding and increase awareness of the needs of victims, and help ensure a comprehensive and co-operative response. These other initiatives include:

- education and training;
- coordination of services;
- research and evaluation; and
- prevention of victimization programming.

Legislative and Budgetary Authorities

The governing legislation of the Victims Services Program is *The Victims of Crime Act, 1995* and *The Victims of Crime Regulations, 1997*. *The Declaration of Principles Respecting the Treatment of Victims of Crime*, included within the Act, outlines the principles with respect to the treatment of victims that are to be followed by persons working within Saskatchewan's justice system.

The Victims' Fund, which was established by this legislation, is the primary support for services for victims of crime in Saskatchewan. This is a special purpose fund that predominantly comprises revenue from victim surcharges paid by offenders on federal and provincial offences.

2015-16 Goals and Objectives

- Continue implementing the province-wide expansion of police-based victim services programming to all police jurisdictions.
- Enhance Victim/Witness Services by implementing standards of practice and associated case management policies developed in 2014-15.
- Work with Public Prosecutions, Court Services and Police-based Victim Services programs to implement the use of support dogs in courtrooms to assist children and other vulnerable witnesses during testimony.
- Continue working with the RCMP and Justice Canada to identify solutions to the issue of access-to-information by RCMP-based victim services programs.
- Implement enhancements to the Victims Compensation Program.
- Continue to improve responses to families of missing persons by supporting direct services, training for victim services program staff, and development of specialized counselling and/or support groups for families.
- Effectively manage the Victims' Fund by monitoring revenue and expenditures, exploring avenues to increase revenue, and obtaining federal project funding where possible.
- Deliver and support the development of training and education activities for victim services and other criminal justice system personnel regarding the needs of victims and appropriate responses to those needs.

2015-16 Activities and Results

Financial Management/Administration

Revenue in 2015-16 was over budget by $1.95 million, due mainly to:

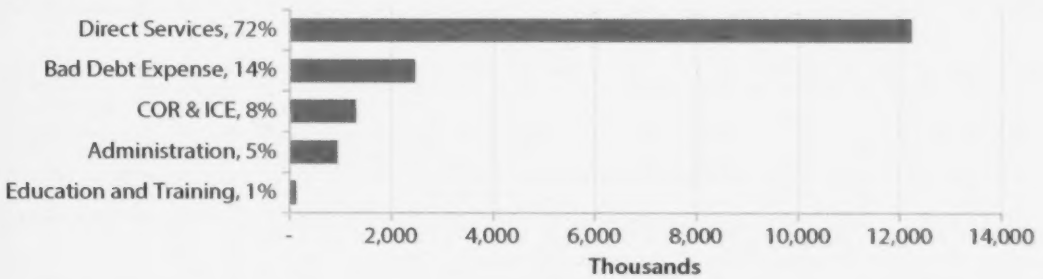
- ⇨ increased imposition and collection of provincial surcharges;
- ⇨ higher than anticipated interest revenue; and
- ⇨ the traffic safety initiative.

Revenue includes surcharges, surcharge receivables, federal proceeds of crime, investment income, and other miscellaneous revenue. Total expenditures were over budget by $2.56 million, primarily due to the transfer of funding responsibility for Family Violence Outreach programs ($911,000) from the Interpersonal Violence and Abuse Program Unit in the Community Services branch to the Victims' Fund in October 2015; and one-time payments to Centres of Responsibility and Internet Child Exploitation programming ($1.3 million). These figures are unaudited; the audited financial statements for the Victims' Fund will be included with the Public Accounts in July 2016.

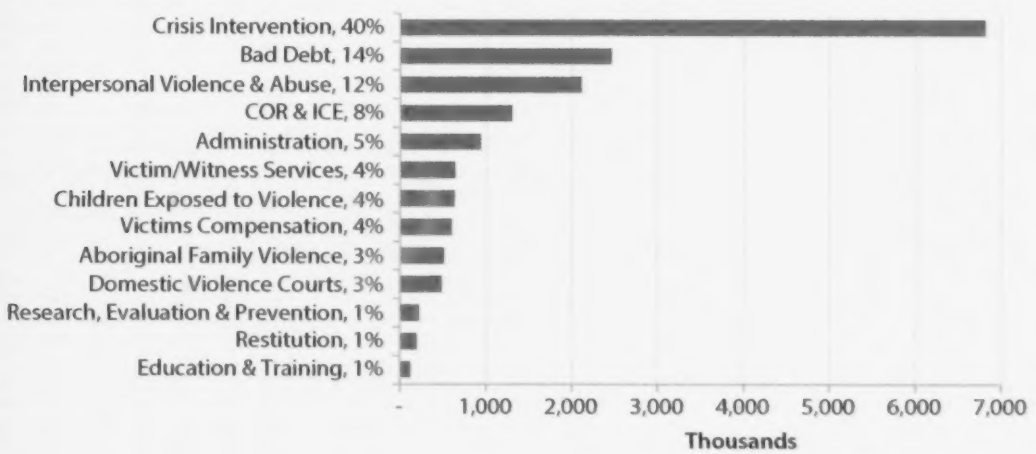
Victims' Fund Revenue and Expenditures

Victims' Fund (000's)	2015-16 Budget	2015-16 Actual (unaudited)
Revenue	$ 10,800	$ 12,752
Expenditures	$ 11,183	$ 13,740

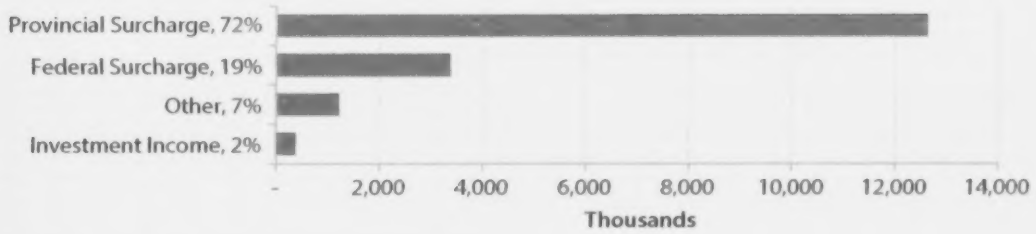
Victims Services 2015-16, Actual Expenditures – Unaudited



Victims Services 2015-16, Actual Expenditures (%) – Unaudited



Victims Services 2015-16, Actual Revenue – Unaudited



Financial Management/Administration (cont.)

- Monitored provincial and federal victim surcharge imposition and collection, as well as investment of the Victims' Fund, to maximize revenue.
- Administered project funding from Justice Canada's Victims Fund totalling $499,999 for the following projects: Victims Services for Families of Missing Persons; Northern Program Model; and Victims Services Collaboration.
- Worked with funded agencies to provide advice on management and financial issues.
- Administered federal proceeds of crime monies that were deposited into the Victims' Fund. These funds are designated for payment to police agencies for anti-organized crime and crime prevention activities upon approval of the Saskatchewan Proceeds of Crime/Civil Forfeiture Management Committee.

Victims Services Staffing

Total FTE Establishment	
Administration	7.0
Compensation	2.0
Restitution	4.0
Victim/Witness Support	6.5
Training & Interpersonal Violence Manager	1.0
TOTAL FTEs	**20.5**

Police-based Victim Services

- Managed ongoing funding agreements with 14 community agencies and municipal police services to ensure that services are available to victims of crime. This includes 14 Police-based Victim Services programs, as well as six Aboriginal Resource Officer programs and three Missing Persons Liaison programs that are part of their assigned victim services teams.
- Continued to implement a plan to expand police-based victim services to all police jurisdictions in the province and restructure others in order to complete the province-wide expansion and strengthen service delivery:
  - In the Northern Administration District, the North Sask Victim Services Inc. program completed expansion of services to two jurisdictions and undertook staffing processes. In addition, funding was announced for a second position for La Loche in February 2016.
  - In central Saskatchewan, development was completed with respect to a new program, Sask Central Victim Services Inc., to provide services in 15 jurisdictions upon completion of staffing.
  - Completed restructuring of police-based victim services in the former Northwest Regional and Prince Albert Regional program areas, including expansion into two previously unserved detachment areas, reflecting larger regional models used in other areas of the province. The new program, Gateway Regional Victim Services Inc. will commence once staffing actions are complete.
  - During National Victims of Crime Awareness Week, recognized over 160 volunteers who assist in providing services to victims of crime through police-based programs. Special recognition was provided to 10-, 15- and 20-year volunteers.

Specialized Victim Services

- Managed ongoing funding for seven specialized Victim Services programs in urban centres, where client volume and/or unique needs require a different delivery model to meet demands. This includes programs for victims of sexual assault and domestic violence, including services associated with domestic violence courts in the Battlefords, Saskatoon and Regina.

Aboriginal Initiatives

- Managed ongoing funding for six Aboriginal Resource Officer programs within police-based victim services, and six Aboriginal Family Violence programs.

Supports for Families of Missing Persons

- Managed funding for three Missing Persons Liaison positions in the urban Police-based Victim Services programs in Prince Albert, Regina, and Saskatoon. Services were provided to families in the three cities, and training and advice was provided to all other police-based victim services in the province. Supported the coordination of services and initiatives between the Missing Persons Liaisons and the Provincial Partnership Committee on Missing Persons.
- Provided funding to the Greystone Bereavement Centre to implement specialized counselling and/or support groups and identify ongoing needs related to the delivery of specialized support services for families of missing persons.

Children Exposed to Violence Programming

- Managed ongoing funding for nine Children Exposed to Violence programs.

Prevention of Victimization Programming

- Managed ongoing funding for the Street Workers Advocacy Program in Regina.

Victim/Witness Services

- Implemented standards of practice developed in 2014-15 for Victim/Witness Services specialists, including a standardized case management policy framework and associated resources and training materials.
- Began work with Public Prosecutions, Court Services, and police-based victim services to implement the use of support dogs in courtrooms to provide support to children and other vulnerable victims/witnesses dealing with fear and anxiety while testifying.

Victims Compensation Program

- Provided compensation payments totalling $589,364 to reimburse victims for actual expenses resulting from crimes of personal violence. Approved new compensation applications from 598 victims in 2015-16.
- Enhanced the Victims Compensation Program by amending *The Victims of Crime Regulations, 1997* and program policies. Effective in February 2016, the maximum compensation payable for counselling per victim was increased from $2,000 to $5,000.
- Continued development and testing of a new electronic Customer Relationship Management system, to better manage Victims Compensation case information and improve reporting capabilities.

Adult Restitution Program

- Monitored and helped enforce court-ordered restitution for adult offenders; advised victims of available civil enforcement measures and processes; and trained criminal justice system professionals. The program monitored 1,150 new restitution files on behalf of 1,347 victims in 2015-16, either directly through the Restitution Coordinator or in conjunction with Probation Services.
- The Restitution Civil Enforcement Program helped victims collect $58,160 in restitution by providing free assistance to victims with civil enforcement of unpaid orders; assisting offenders in paying outstanding restitution; and using civil enforcement mechanisms when necessary.

Victim/Witness Services – New Clients

	Males			Females			Total		
	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16
Children	52	37	93	94	72	540	146	109	633
Teens	71	61	105	221	206	263	292	267	368
Adults	148	105	55	459	432	106	607	537	161
Total	**271**	**203**	**253**	**774**	**710**	**909**	**1,045**	**913**	**1,162**

Victims Compensation Statistics

	2011-12	2012-13	2013-14	2014-15	2015-16
Applications Received	434	438	389	495	627
Applications Approved	416	414	380	463	598
Applications Denied	18	24	9	32	29
Total Amount Awarded	**$379,319**	**$478,969**	**$464,030**	**$523,024**	**$589,364**

Education and Training

- Collaborated with the ministries of Social Services and Health to provide training on trauma informed care for human services ministries' personnel. This training equipped participants to develop training workshops for staff in their own branches and divisions, to enable them to recognize and respond appropriately to clients impacted by trauma.
- Supported the delivery of one regional training workshop for police-based victim services staff on the needs of families of missing persons and how to support them. Also, delivered and facilitated workshops and presentations on "supporting the families of missing Aboriginal women and other missing persons" during provincial and federal training events/activities.
- Contracted with Saskatchewan Polytechnic Prince Albert Campus and assisted in delivering the twelfth and thirteenth courses of the 72-hour standardized basic training program for service-delivery staff of Police-based Victim Services programs around the province. In addition, continued to contribute subject matter expertise to the delivery of Saskatchewan Polytechnic's 12-week Victim Services Coordination Applied Certificate program.
- Prepared public awareness materials and provided training for victim services staff, prosecutors and police on the provisions of the new *Canadian Victims Bill of Rights*, including enhancements to the use of testimonial aids for child witnesses/victims.
- Supported the delivery of two Ontario Domestic Assault Risk Assessment Certification training sessions and provided follow-up support for Victim Services, Victim/Witness Services and Domestic Violence Court program staff. Worked in partnership with Corrections and Policing to provide provincial oversight for Ontario Domestic Assault Risk Assessment quality assurance activities.
- Delivered six training sessions on *The Victims of Interpersonal Violence Act* and roles and responsibilities for municipal police officers at the Saskatchewan Police College, one session for members of RCMP "F" Division, and individual sessions for the three Mobile Crisis Services staff. Delivered three half-day sessions to 260 students in the Faculty of Nursing, University of Saskatchewan, regarding nurses' roles and responsibilities in responding to interpersonal violence and abuse.
- Delivered a two-day training session for staff of Police-based Victim Services and Domestic Violence Victim Services programs as part of a three-day conference organized in partnership with the Saskatchewan Association of Police Affiliated Victim Services and RCMP "F" Division. This included sessions on Adult Court Orientation, Saskatchewan's revised Child Abuse Protocol and *The Victims of Interpersonal Violence Act*.
- Delivered a two-day training session for staff and managers of the nine Children Exposed to Violence programs, a two-day training session for staff and managers of six Aboriginal Family Violence programs as well as a one-day training session for the five Domestic Violence Victim Services programs.

- Provided ongoing governance support to boards and staff of non-profit agencies funded by Victims Services, with a focus on board roles and core responsibilities related to policy governance, strategic planning, operational oversight, and leadership. Supported three newly formed Police-based Victim Services Boards with development and implementation of a comprehensive policy governance model.
- Coordinated Saskatchewan's activities during National Victims of Crime Awareness Week to raise awareness of the needs of victims and inform the public about services that are available. Began planning for the next annual week to be held in April 2016.
- Supported the Provincial Partnership Committee on Missing Person's planning and organizing of the third annual Missing Persons Week in Saskatchewan to raise awareness about missing persons' issues and the needs of families.
- Distributed 29,618 copies of Victims Services brochures, posters, fact sheets, bookmarks and other educational material to criminal justice system and community agencies, government offices and individuals.

Coordination

- In response to initiatives by the federal government related to victims of crime, worked with Justice Canada and Ministry officials on issues related to the *Canadian Victims Bill of Rights* that was implemented in 2015-16.
- Met regularly with RCMP "F" Division and representatives of the Saskatchewan Association of Police Affiliated Victim Services to discuss and address issues of mutual concern.
- Participated on inter-ministry committees related to interpersonal violence and abuse issues.
- Represented Saskatchewan at one meeting of the Federal, Provincial, Territorial Working Group on Victims Issues and participated in its ongoing work.
- Collaborated with an interdisciplinary workshop on improving community safety and wellness outcomes in northern communities.
- Participated in the Child Abuse and Sexual Exploitation Committee's review and enhancement of the provincial Child Abuse Protocol.
- Participated in the development of a domestic violence death review process for Saskatchewan.
- Served as Chair of the PrairieAction Foundation, which raises funds for community-based research into the causes of and solutions to interpersonal violence and abuse.
- Provided financial support to the Saskatchewan Association of Police Affiliated Victim Services to assist with administrative expenses.
- Supported the Ministry's Interpersonal Violence and Abuse Unit by managing funding agreements for five community-based programs it funds.

Research and Evaluation

- Collected and monitored regular qualitative and quantitative reporting from all funded agencies.
- Developed a Domestic Violence Safety Plan for use by victim services providers working with victims of domestic violence, to help victims create a detailed, personalized and practical plan to enhance their safety and that of their children.
- Supported the Innovation and Strategic Initiatives Branch's work to administer:
  - an ongoing client satisfaction survey in Police-based Victim Services programs; and
  - an ongoing satisfaction survey of clients of the Victims Compensation Program.

Appendix D: Key Contact Information

Attorney General

Access and Privacy
1874 Scarth Street, Room 520
Regina, SK S4P 4B3
Phone: (306) 787-5473 Fax: (306) 798-4064
Email: accessprivacyjustice@gov.sk.ca

Aboriginal Courtworker Program
1874 Scarth Street, Room 610
Regina, SK S4P 4B3
Phone: (306) 787-6467 Fax: (306) 787-0078
National Website: www.courtworker.com

Automobile Injury Appeal Commission
2400 College Avenue, Room 504
Regina, SK S4P 1C8
Phone: (306) 798-5545 Fax: (306) 798-5540
Toll-free: 1-866-798-5544
Email: aiac@gov.sk.ca

Commissioner for Oaths and Notary Public
1874 Scarth Street, Room 1010
Regina, SK S4P 4B3
Phone: (306) 787-4117 Fax: (306) 787-8737

Dispute Resolution Office
3085 Albert Street, Room 323
Regina, SK S4S 0B1
Phone: (306) 787-5747 Fax: (306) 787-0088
Email: disputeresolutionjustice@gov.sk.ca

Family Justice Services Branch
3085 Albert Street, Room 100
Regina, SK S4S 0B1
Phone: (306) 787-8961 Fax: (306) 787-1420
Toll-free: 1-866-229-9712 (outside of Regina area)
Email: meoinquiry@gov.sk.ca

Family Law Information Centre
Phone: (306) 787-5837 Fax: (306) 787-0107
Toll-free: 1-888-218-2822 (Saskatchewan only)

Freedom of Information and Privacy
Mailing Address: 510-1855 Victoria Avenue
Regina, SK S4P 3T2
Phone (306) 798-0222 Fax: (306) 798-9007

Human Rights Commission
122 3rd Avenue North, Room 816
Saskatoon, SK S7K 2H6
Phone: (306) 933-5952 Fax: (306) 933-7863
Telewriter: (306)-373-2119
Toll-free: 1-800-667-9249 (Sask. only)

Legal Aid Saskatchewan
201 21st Street East, Room 502
Saskatoon, SK S7K OB8
Phone: (306) 933-5300 Fax: (306) 933-6764
Toll-free: 1-800-667-3764
Email: central@legalaid.sk.ca

Office of Residential Tenancies
Regina Office
304-1855 Victoria Avenue
Regina, SK S4P 3T2
Phone: (888) 215-2222 Fax: (888) 867-7776

Saskatoon Office
122 3rd Avenue North, Room 105
Saskatoon, SK S7K 2H6
Phone: 1-888-215-2222 Fax: 1-888-867-7776

Provincial Mediation Board
Toll-free Numbers
Phone: 1-877-787-5408 Fax: 1-888-867-7776

Regina Office
304-1855 Victoria Avenue
Regina, SK S4P 3T2

Saskatoon Office
122 3rd Avenue North, Room 105
Saskatoon, SK S7K 2

Public Guardian and Trustee
1871 Smith Street, Room 100
Regina, SK S4P 4W4
Phone: (306) 787-5424 Fax: (306) 787-5065
Toll-free: 1-877-787-5424
Email: pgt@gov.sk.ca
Hours: Monday through Friday, 8 a.m. to 5 p.m.
(Closed for the noon hour and holidays)

Victims Services Branch
1874 Scarth Street, Room 610
Regina, SK S4P 4B3
Phone: (306) 787-3500 Fax: (306) 787-0081
Toll-free: 1-888-286-6664
TTY Phone Number: 1-866-445-8857

Corrections and Policing

Aboriginal Policing Services
Mailing Address: 1850 - 1881 Scarth Street, Regina, SK, Canada, S4P 4K9
Phone: (306) 787-6503
Fax: (306) 787-0136

Community Safety Outcomes and Corporate Supports
1874 Scarth Street, Regina, SK, Canada, S4P 4B3
Phone: (306) 787-0493
Fax: (306) 798-0270

Correctional Industries Program
1874 Scarth Street, Regina, SK, Canada, S4P 4B3
Phone: (306) 787-3411
Fax: (306) 787-0676

Corporate Affairs Branch
1874 Scarth Street, Regina, SK, Canada, S4P 4B3
Phone: (306) 787-7100
Fax: (306) 798-0270

Corporate Services Branch
1874 Scarth Street, Regina, SK, Canada, S4P 4B3
Phone: (306) 787-2583
Fax: (306) 787-5830

Custody, Supervision and Rehabilitation Services
1874 Scarth Street, Regina, SK, Canada, S4P 4B3
Phone: (306) 787-8958
Fax: (306) 787-0676

Freedom of Information and Privacy
Mailing Address: 510-1855 Victoria Avenue
Regina, SK S4P 3T2
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Fax: (306) 798-9007

Healthy Families Program
1874 Scarth Street, Regina, SK, Canada S4P 4B3
Phone: (306) 798-8066
Fax: (306) 798-0270

Operational Support
1855 Victoria Ave, Regina, SK, Canada, S4P 3T2
Phone: (306) 787-1021
Fax: (306) 798-0861

Policing and Community Safety Services
1874 Scarth Street, Regina, SK, Canada, S4P 4B3
Phone: (306) 787-0493
Fax: (306) 798-0270

Private Investigators and Security Guards Program
485 Maxwell Crescent, Regina, SK, Canada, S4N 5X9
Phone: (306) 787-5496
Fax: (306) 798-7700

Research and Evidence-based Excellence (REBE)
1874 Scarth Street, Regina, SK, Canada, S4P 4B3
Tel: (306) 798-1308
Fax: (306) 798-0270

Safer Communities and Neighbourhoods Investigation Unit (SCAN)
Toll-free (Saskatchewan only): 1-866-51-SAFER
Phone Regina: (306) 798-9146 Fax: (306) 798-7700
Phone Saskatoon toll free: (855) 933-6411 Fax: (306) 933-8392

Saskatchewan Impaired Driver Treatment Centre
Telephone Number: (306) 922-8333
Fax: (306) 922-8815

Saskatchewan Witness Protection Program
Phone (306) 798-0262
Fax: (306) 798-7700

Security Intelligence and Investigative Services
2nd floor - 515 Henderson Drive, Regina, SK, Canada, S4N 5X1
Phone: (306) 787-1233
Fax: (306) 787-0078

Seizure of Criminal Property Program
Phone: (306) 787-3394

Strategic Systems and Innovations
1874 Scarth Street, Regina, SK, Canada, S4P 4B3
Phone: (306) 787-5787
Fax: (306)-798-0270

Vehicle Impoundment Against Sexual Exploitation (VISE)
Phone: (306) 787-9713
Fax: (306) 787-8084